

# Sales Management

THE MAGAZINE OF MARKETING



Harris & Ewing

**Charles Sawyer: New Boss at Department of Commerce . . .**

**. . . see page 40**

**MAY 20, 1948**



**TWENTY-FIVE CENTS**

*Volumes—on the  
head of a pin*

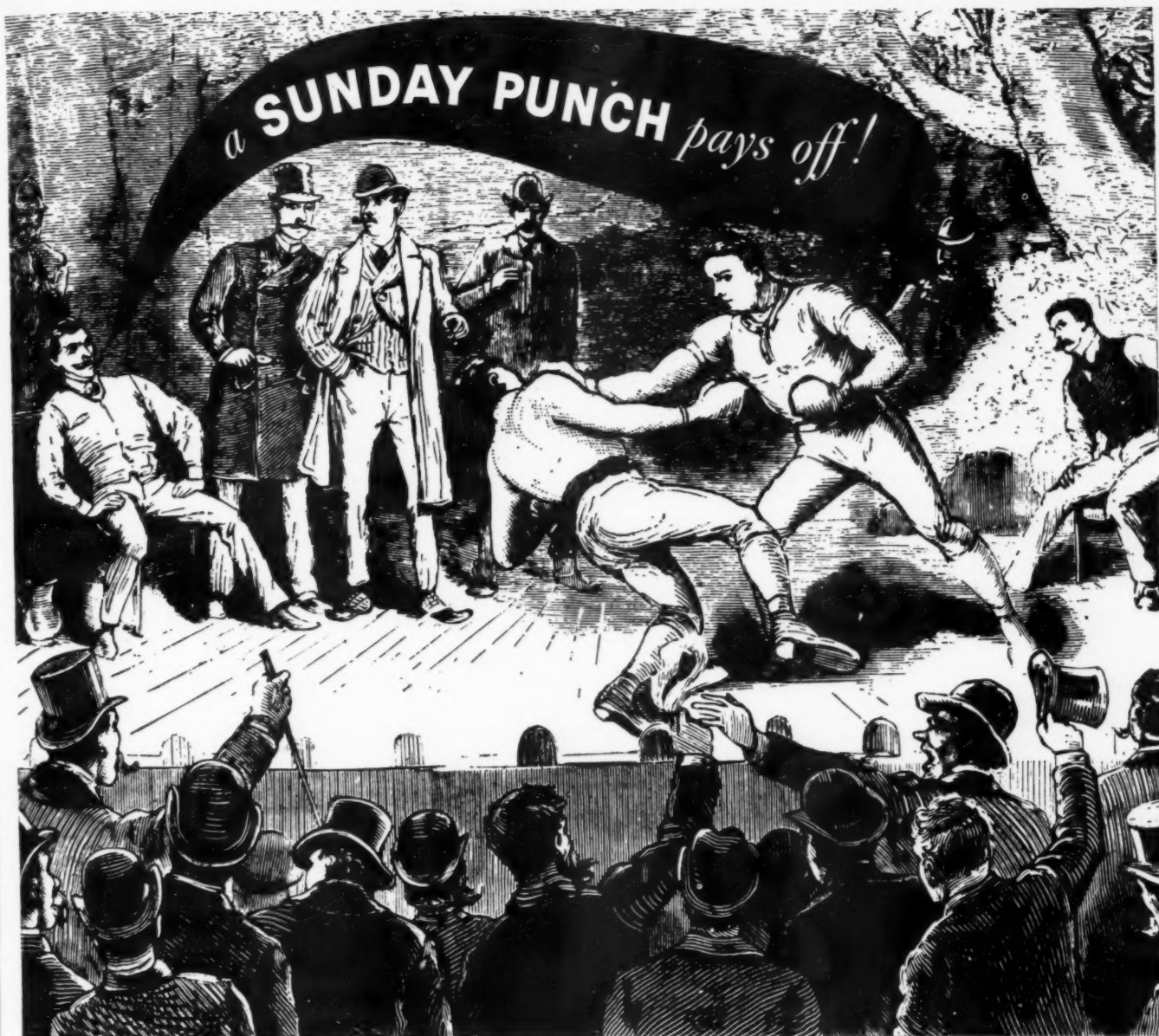


Millions and millions of words have been written about what advertising should and should not do.

When all's said and done, however, we believe the answer is so short and simple that you could engrave it on the head of a pin:

**“The purpose of any advertising campaign should be to sell more goods per dollar invested than competitors’ advertising.”**





Fryer vs. Greenfield, The exciting and artistic combat between Alfred Greenfield and George Fryer in Industrial Hall, Philadelphia. Woodcut, 1885.

COURTESY OF BETTMANN ARCHIVE

"First," according to Webster, means "Leading all others." A perfect definition for the Sunday Punch of **First 3 Markets Group**. Here's why:

Leading coverage in three leading trading areas of the U. S.—over  $\frac{1}{2}$  of all the families in areas that produce over  $\frac{1}{3}$  of all U. S. retail sales.

Leading Sunday newspapers in the three leading cities of this country—The New York

Sunday News, The Chicago Sunday Tribune and The Philadelphia Sunday Inquirer.

Leading sections in reader traffic in these three leading newspapers—the picture roto-gravure and the magazine sections.

And, leading roto-gravure and color-gravure reproduction for leading identification of your product.

To boost your sales in these three leading markets, **First 3** is your leading buy.

THE GROUP  
WITH THE  
**SUNDAY PUNCH**

**FIRST 3**  
MARKETS GROUP

NEW YORK SUNDAY NEWS  
CHICAGO SUNDAY TRIBUNE  
PHILADELPHIA SUNDAY INQUIRER

*Rotogravure • Colorgravure  
Picture Sections • Magazine Sections*

News Building, 220 East 42nd Street, New York 17, VAnderbilt 6-4894 • Tribune Tower, Chicago 11, SUperior 0044 • 155 Montgomery Street, San Francisco 4, GArlfield 1-7946

MAY 20, 1948

# Sales Management

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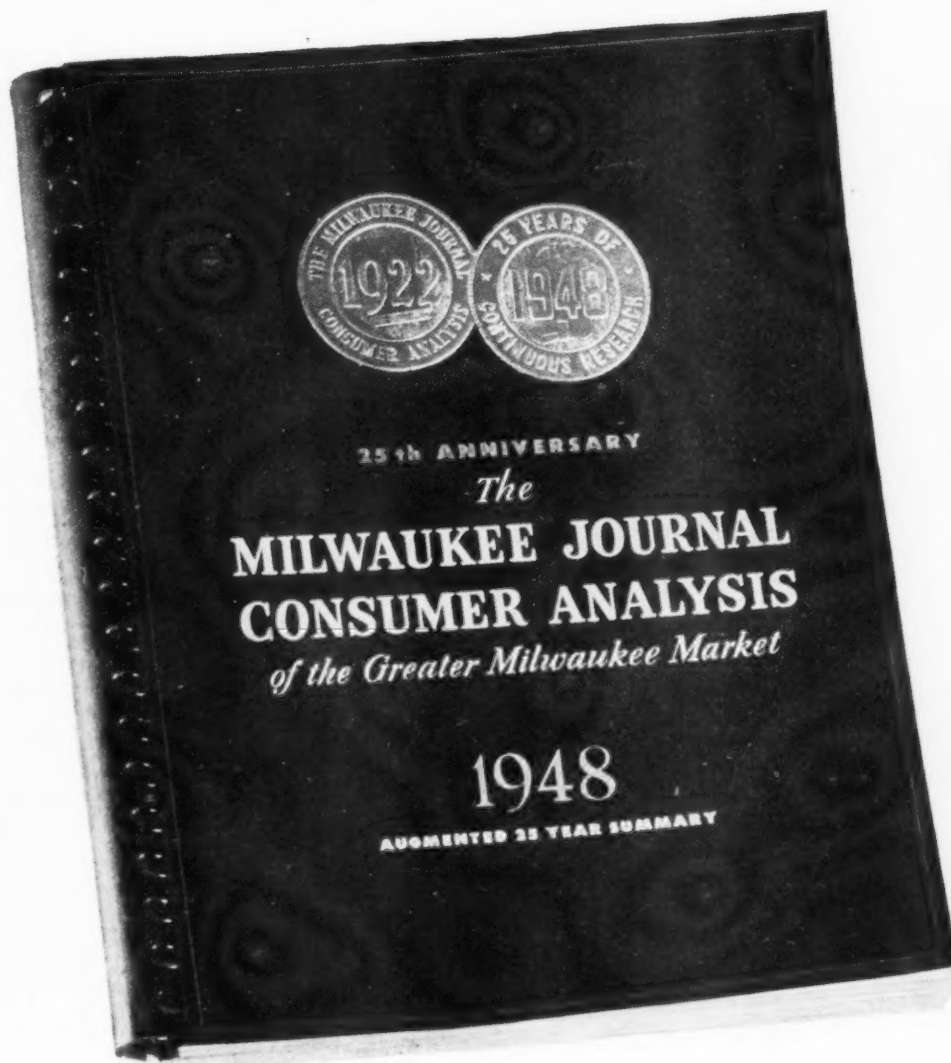
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# Ready Now

## 268-Page Silver Jubilee Edition of America's Original Consumer Survey



172 separate subjects  
8,046 branded products  
850 charts and tables

208 pages on 1948 consumer buying habits, brand preference, ownership, buying plans, and dealer distribution, all obtained since January 1, 1948.

25-year review of trends in product use and brand preference in several major product classifications.

Copies are available to sales and advertising executives free of charge. Write to The Milwaukee Journal General Advertising Department, or to our national representatives.

## THE MILWAUKEE JOURNAL

The Newspaper With the Marketing Information  
National Representatives—O'Mara & Ormsbee, Inc.

**FOOD PRODUCTS**—Baby foods, baking mixes, bread, breakfast foods, candy bars, catsup, cheese, chocolate, coffee, cookies, crackers, dessert powders, dog food, flour, meats, frozen foods, fruit and vegetable juices, mayonnaise, peanut butter, peas, rice, salt, soup mixes, soy sauce, syrup, tea, toilet paper, vegetable shortening, yeast.

**SOAPS AND CLEANSERS** — Bleaching fluid, bluing, floor wax, soap (for hands, bath, dishes, fine fabrics, laundry, walls and woodwork), steel wool cleaners, synthetic detergents, water softeners.

**TOILETRIES, COSMETICS** — Place of purchase; types purchased of deodorants, facial cream, hair tonic, hand lotion, lip balm, lipstick, nail polish, dyes, facial tissues, headache tablets, permanent wave kits, safety razors, shampoo, electric shavers, shaving cream, shaving lotion, tooth paste and powder.

**BEVERAGES** — Alcoholic beverages, place of purchase, type and brand; beer, canned and bottled; soft drinks.

**HOMES AND APPLIANCES**—Cooking ranges, freezers, food mixers, irons, refrigerators, roasters, vacuum cleaners, washing machines, pressure cookers, radios, phonograph records, home heating, painting, wall-papering, 25 year appliance trend.

**AUTOMOTIVE** — Ownership, year of purchase, buying plans, orders placed, tires, gasoline, oil, spark plugs, batteries, repairs, 25 year review.

**GENERAL** — Air travel, vacations, bank accounts, books, cigarettes, foundation garments, men's shirts, tobacco review, watches, employment, occupations, composition of families.

**25-YEAR MARKET REVIEW**—Population, employment, pay rolls, income, retail sales, Journal service to advertisers.



# FAT CATTLE FAT WALLETS FAT MARKET



There's a fast growing cattle industry in SOUTHERN PLANTER Land that's reaping great profits for farmers. Lush pastures permit quick growth with less land required—in many counties, less than an acre carries a steer to market size. These fat, tender beeves bring a higher price per pound, and in less time than in many sections of the U. S. From the Mason-Dixon Line through the Carolinas, nearly 600 million pounds of beef produced an income of more than 100 million dollars in 1946 alone!

Incomes from such profitable crops make a grand total of 2 billion dollars a year and create more TOP farmers at the TOP of the SOUTH! With cattle raisers, for instance, there's a huge market for finishing feeds, medicinals, better barn equipment. Farmers who can afford to buy the top priced breeding bulls in the country can also afford those things that make for better farming and better living.

The farm paper these TOP farmers read more than any other is The SOUTHERN PLANTER. It has been a welcome visitor in the best farm homes in this area for more than a hundred years. Nowhere will your advertising message carry more weight or demand a readier audience than in the pages of this trusted journal, received in more than 300,000 farm homes.

THE SOUTHERN PLANTER, Richmond 9, Va.

441 Lexington Ave., New York 17  
333 N. Michigan Ave., Chicago 1

West Coast Representative: SIMPSON-REILLY, LTD.  
Los Angeles, San Francisco, Seattle

SERVING THE TOP FARMERS AT

## The SOUTHERN PLANTER

America's Oldest Farm Paper — Established 1840



More farm families in this area read The Southern Planter than any other farm paper.



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May 20, 1948


Volume 60

No. 10



SALES MANAGEMENT





# NOWHERE ELSE IN AMERICA DO SO MANY PEOPLE SPEND SO MUCH TO READ ONE EVENING PAPER -----

**E**VERY day, Monday through Saturday, 700,000 home-going New Yorkers spend an average of \$40,000 to buy and read the Journal-American . . . more than a million dollars a month. Nowhere else in America do the people of a community invest so heavily in one evening newspaper.

Four out of ten New Yorkers who buy an evening newspaper buy the Journal-American. They buy it because they prefer it to any other. They prefer its news presentation . . . its features . . . more important, they prefer it for family reading in the home.

This overwhelming family popularity . . . nearly two to one over the second newspaper in the evening field . . . is the key to greater sales influence in the world's richest community of homes.

**YOUR STORY  
STRIKES HOME  
IN THE**



## Journal American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

**432,089**  
weekday all-time high circulation

**554,187**  
Sunday all-time high circulation

- ♦ *These were the average net paid circulation figures of The Detroit News for the six-month period ended March 31, as submitted by the publishers to the A.B.C.*
- ♦ *These are the highest circulation figures attained for any six-month period in The Detroit News' 75-year history.*

## **The Detroit News**

THE HOME NEWSPAPER

National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV



## SALES COME EASIEST WHERE FARM INCOME IS HIGHEST!

Knowing which farmers are best off in each community helps to simplify your problem of farm selling. It's easier and it costs less to sell your best prospects first. To help you learn more about farmers and farm markets, members of the Midwest Farm Paper Unit enlisted the help of the Census Bureau in making special tabulations regarding their farm subscribers. Results of this study give facts never before available about your best potential farm customers. They also provide an invaluable library of farm media values. All this information is available in a new, 36 page booklet, "Where Mass Is Class". Send request on letterhead now for your free copy.

In making tabulations, the Census Bureau matched lists of subscribers with farmer's names secured in the 1945 Census of Agriculture. In accordance with the law, the Bureau did not reveal any information regarding any individual farm or farmer. All expenses in connection with the tabulations were borne by Midwest Farm Papers, Inc.

### ONE PURCHASE ORDER ONE PLATE, ONE BILL!

It's easy, thrifty too, to buy mass circulation on a local basis. Buy all five papers of the Midwest Unit with a single purchase order, a single plate. Pay only one bill. Though each of the papers is locally edited, together they give mass coverage (1,200,000) of the world's richest farm area.

## MIDWEST *Farm Paper Unit*

THE FARMER • NEBRASKA FARMER • WALLACES' FARMER • PRAIRIE FARMER • WISCONSIN AGRICULTURIST

Midwest offices at: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 S. Flower St., Los Angeles

MAY 20, 1948

# The Human Side

## FIGHT IT WITH FIRE

The United Mutual Fire Insurance Co., which operates out of Boston, is encouraging one of its employees to set fire to a town. Fortunately the town is a miniature one. But United believes that by burning it down fires can be prevented. It's the old theory of fighting flames with flames, and out of the small-scale holocaust United is fanning a spark of caution among its policyholders and its prospects.

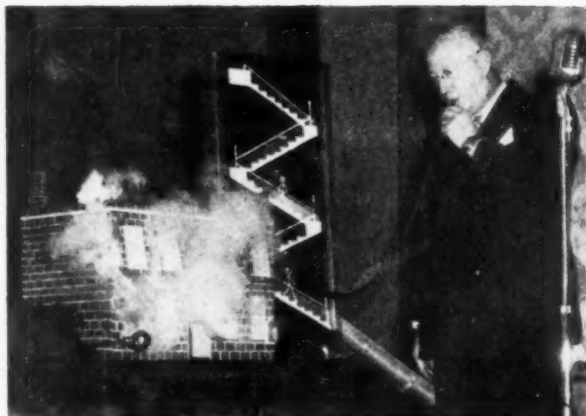
The Fire-Bug of the exhibit is E. W. Williams of United Mutual, a former fire department official, who *should* know the tricks of his trade. He travels around Boston and environs with his full-scale town, complete to City Hall and supermarket, and sets it on fire for the edification of various clubs and industrial groups. And he uses the most common ways of fire-setting—the kind of things unwary people do in their own homes . . . putting pennies into blown fuses . . . using inflammable cleaning fluid near a flame . . . even the oily rag left in a dark, warm place. People do them every day—and people watch their houses go up in flames every day, too.

What Mr. Williams is doing for United is "selling" fire prevention. And United, which does an extensive fire and indemnity business, believes that the cost of the exhibit is small potatoes in comparison with the savings it will reap from an awakened public. As Mr. Williams says, "It's better that the public is awakened by an exhibit in broad daylight than by a fire in the dark of night."

And Mr. Williams, as United's demonstrator, doesn't confine himself to houses and furnishings—even if they are miniature ones. He demonstrates the high inflammability of cotton and rayon dresses, plastic and celluloid umbrella handles, even medicated cotton. He puts his fires out a moment after they've started—which you couldn't do at home, probably—but he plays safe. He keeps a trained fireman in the background. If you're going to be unwise enough to play fast and loose with fire you'd better do the same, he adds. Mr. Williams' fireman, even with just a miniature village involved, stands by with *two* fire extinguishers.

Mr. Williams has a couple of tricks up his sleeve in case people get apathetic about the fire. He pulls a rabbit out of a box he's been using for a fire-smothering demonstration. Another little trick: He pulls a half-dozen alarm clocks, each with its alarm ringing, out of an "empty" hat. He likes to use these tricks as a warm-up (no pun meant) when he puts on his show for high school and club gatherings.

Recently Mr. Williams gave his show at the Sales Managers Club of the Boston Chamber of Commerce. The sales managers went for it just as strongly as did the 30,000 people who've seen the show on previous occasions. In fact, one of the sales managers allowed Mr. W. to "sell" him the idea of taking one of the rabbits home. (After the show the sales manager handed back



WHERE THERE'S SMOKE . . . E. W. Williams, in this case, will put out the fire. He burns up whole towns sometimes—miniature ones. But only to promote his fire-prevention.

the rabbit—his wife, had seen "Harvey.")

At the demonstration before the Sales Managers Club, Francis F. Alexander, vice-president in charge of sales for United Mutual and a member of the Club, told the group about the show's history and its progress. Whenever it is given, he said, the company gets a flock of letters. A large percentage tell in detail what steps have been taken in their plants and homes to eliminate fire hazards. Lots of people also call up to thank the company. And, best of all, after each demonstration, some members of the audience—properly frightened—come running to the company for more fire insurance.

"Insurance," adds Mr. Alexander, "has long been considered an intangible business. In the eyes of the audiences this show converts it into a tangible business."

"For us the home territory was a good field in which to start such a show because our fire insurance sales are near the top in Boston and third largest in Massachusetts. Judging from the exceptional interest in the show wherever it is put on, it must be helping to reduce fires among our policyholders, as well as among those of other companies."

"The demand for the show has become so great that the company is putting out a four-page folder describing it in considerable detail. We're also having a booklet illustrated by Dahl, well known Boston newspaper cartoonist, depicting the most common causes of fires from an eye-catching, semi-humorous angle."

"The show will be put on soon at our midwestern sales gatherings in St. Paul and undoubtedly in other places in that vicinity. A series of appearances in the South also is being arranged."

"From an advertising viewpoint, results are hard to trace. The company's name, however, does appear in large letters below the miniature town in the exhibit and

SALES MANAGEMENT





## SALES TO THE HOSPITAL MARKET

The 50th annual convention of the American Hospital Association will be held in the Convention Hall, Atlantic City, N. J., for four days starting Monday, September 20.

Exhibitors have an unparalleled opportunity to present their merchandise and services to an estimated attendance of more than 10,000 administrators and department heads from America's 6200 hospitals, who spend \$1,200,000,000 annually for 3500 supply and equipment items used for the treatment of 1,550,000 patients.

Additionally, there is a demonstrated need for the construction of new facilities totalling 340,000 beds and replacement of 190,000 existing beds during the next five years. This will cost about \$9,000,000,000, of which over half is now readily available.

Theme of the convention will be: "Hospitals—Vital to Better Living." Outstanding speakers from government, business, and professional circles will develop the hospital's relationship to the community in the afternoon sessions, while the morning sessions will be devoted to a discussion of hospital operating problems with the House of Delegates acting as a panel.

Space charges are from \$2.00 to \$3.25 per square foot, depending upon the location within the exhibit area. We will secure adequate hotel housing for exhibitors' representatives.

Assignment of space is now being made. For diagram showing availability and prices or further information address:

### THE AMERICAN HOSPITAL ASSOCIATION

18 E. DIVISION ST., CHICAGO 10, ILL. PHONE, WHITEHALL 4350

## ANNOUNCEMENT

### To men who use sales maps—

**All of the nation's 137 metropolitan county areas will be shown on our new, five color, 1948 COUNTY OUTLINE RETAIL SALES MAP of the U. S. . . . in addition to its regular features that have proven so popular with marketing men.**

This year's sales map measures 27 by 41 inches and shows each county in the nation in one of five colors according to its 1947 retail sales volume as listed by our 1948 *Survey of Buying Power*. As another new feature, all counties with sales of more than  $\frac{1}{4}$  billion are marked with a star. And the 472 leading cities in the U. S. are shown with a key to their 1948 population levels. The entire northeastern section of the U. S. is blown up, and the map includes boxes with special enlargements of the New York, Boston and Los Angeles areas.

Advance orders accepted now for the 1948 COUNTY OUTLINE RETAIL SALES MAP. Price \$3.50 each, \$2.50 each for orders of more than one map. All maps mailed postpaid in heavy mailing tubes.

*Sales  
Management*

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.

is mentioned several times when a show is presented. The show builds good-will, too, and helps public relations. At least it's 'casting bread on the water' all the time."

### BASEMENT BONANZA

First came the coin-operated laundries. Now a New York City concern is tapping a rich market by renting frozen food units to apartment house dwellers.

Out in Mamaroneck, N. Y., a commuter's hop from Times Square, a new outfit, called The Home Frozen Foods Service, Inc., has installed nearly 75 large units since it entered the business a few months ago. It controls the operation from manufacture of the frozen foods lockers to the retailing of the food itself. And the requests for lockers and food service continue to pour in. There's a waiting list of hundreds, and H.F.F.S. says that it is installing additional lockers as fast as manufacturing handicaps can be overcome.

Here's how it works: Each subscriber to the service is provided his own section of locker (located in the basements of the apartment houses) with a cubic foot frozen food unit. As far as the locker is concerned, that's all the expense there is. The company pays for the electricity which the unit consumes, insurance, and provides maintenance. Total cost: \$2.25 a month! Each of the subscribers is given his own key which unlocks a section of the locker, since individual lockers are part of one large one.

As for the frozen foods, they may be ordered by mail. Special order blanks are provided each subscriber, together with return envelopes. Delivery truck drivers bring the orders to the lockers and with duplicate keys, unlock them and put the foods inside. The housewife doesn't even have to stop work to accept her order. Best of all—with orders of 10 dollars or more there's a 5% discount.

While the service sounds unbelievably inexpensive, its owners assure us that it nets a tidy profit, and with each new subscriber the profit rate mounts.

Television, as well as deep-freeze, is coming out of the Never-Never Land. Here in New York City there's a new outfit called "Guest Television," which will expand the retail market for retail television by another million persons. This is because the centralized television installations of "Guest Tele" will be made in schools, hotels, hospitals and institutions.

"Guest Television," says Horace Atwood, Jr., president of Industrial Television, Inc., which is handling the deals, "does not make home-type television receivers. Its forte is the installation of centralized channels in public and private buildings from which an indefinite number of low-price viewers may be operated."

Mr. Atwood and Industrial Television have been responsible for many of the television sets in bars and restaurants in the New York City area. The success in these places of television has opened the eyes of the entire industry to the enormous effect upon single instrument sales.

Now, via "Guest Television," thousands of people who have never seen Television and who might otherwise not have the opportunity, will be brought into the Television audience.

SALES MANAGEMENT



## “Mother was right!”

“Mother was right. GOOD HOUSEKEEPING is the most useful of all women's service magazines.” This is the opinion of the majority of today's young-marrieds. (See facts below)

## “Mother was right!”

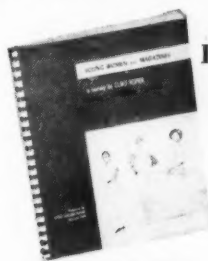
“Mother was right. GOOD HOUSEKEEPING is the most interesting!” Today's young homemakers find GOOD HOUSEKEEPING more interesting than any other women's service magazine. (See facts below)

## “Mother was right!”

“Mother was right. GOOD HOUSEKEEPING should be read regularly!” Mother's married daughters read this magazine more regularly than any other women's service magazine. (See facts below)

**Right!** Just as their parents did, today's young homemakers—brides and young-marrieds—turn to GOOD HOUSEKEEPING for sound, practical advice in solving their homemaking problems. They know that all information—editorial or advertising—is carefully checked by GOOD HOUSEKEEPING'S investigation authorities.

**Right!** GOOD HOUSEKEEPING sells goods! And it sells to newlyweds and young-marrieds—today's greatest market for household goods and packaged goods.



### Facts found by new Elmo Roper Study

Of 10,274 young women interviewed, more newlyweds and young-marrieds named GOOD HOUSEKEEPING as the women's service magazine (1) they find the most useful, (2) they find the most interesting, (3) they read most regularly.

**P. S.** to Advertisers and Agencies. A copy of Elmo Roper's new study, “Young Women and Magazines,” is available for your inspection. See your Good Housekeeping representative!

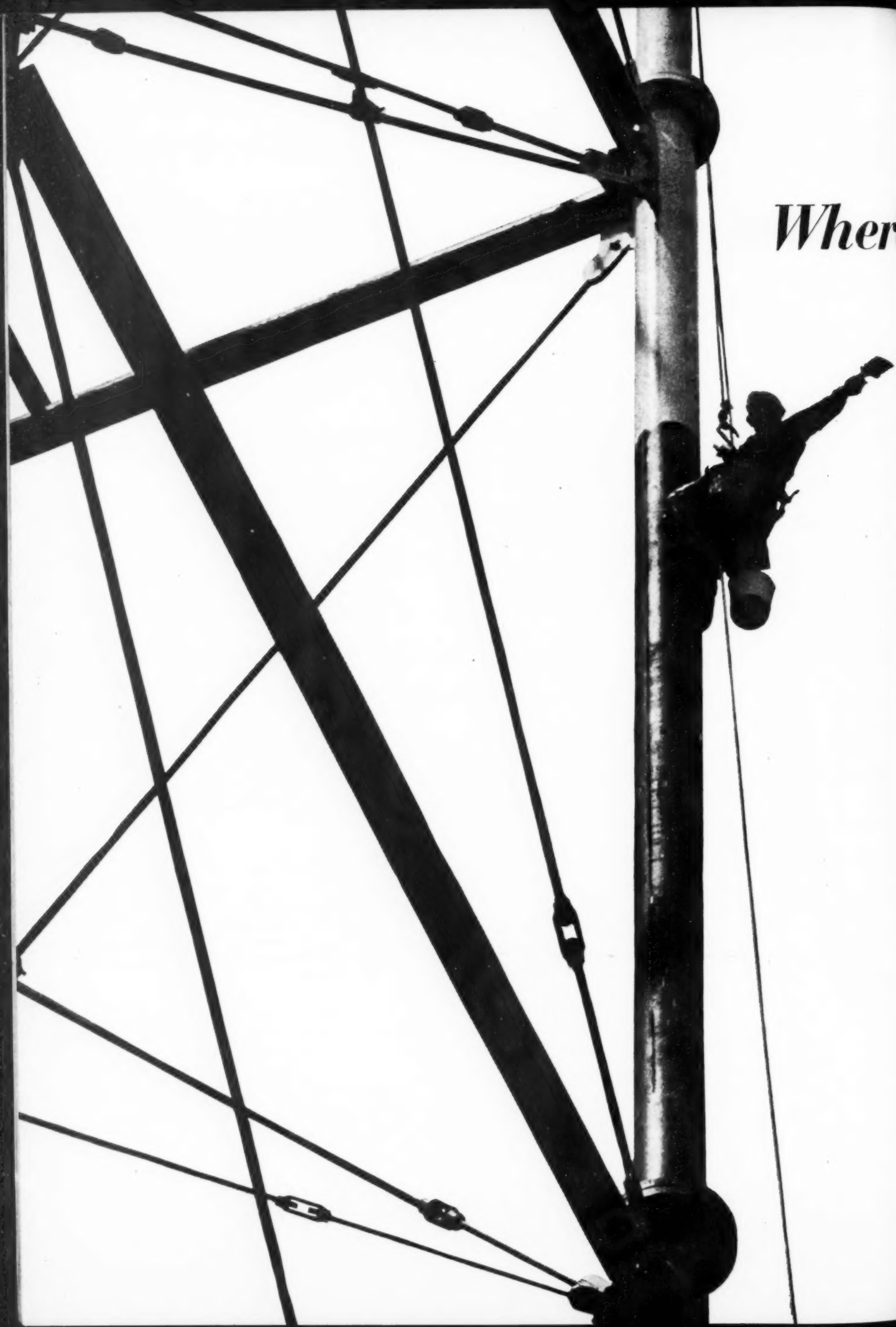


*We give this seal to no one—the product that has it earns it.*

# GOOD HOUSEKEEPING *sells goods*

MAY 20, 1948

*Where do*





*The voice of Man has long struggled to defeat space.  
The "magic horn" of Alexander carried his voice almost three miles!  
Now, Radio towers like that of WCBS at the left,  
send Man's voyaging voice everywhere.*

## *Where do we go from here...*

One frontier in Radio is almost entirely gone: the frontier of space. Wherever Americans live, they now own a radio and listen to it. Today the Radio set is an intimate furnishing of the lives of 93% of all the families in America. *What frontier, then, is left?*

It lies in what Radio can *say*, rather than where it can *go*. It lies in the nature and quality of Radio's programs...in the limitless field of Man's imagination and responsibility.

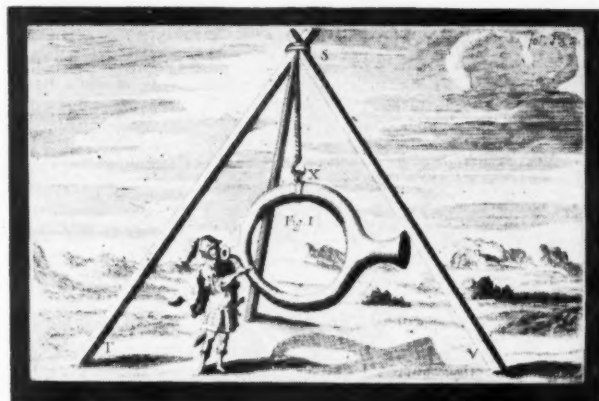
The evidence accumulates that CBS leads all Radio in pushing back this frontier—bringing 99,000,000 listeners each week CBS-produced programs which stake new claims on the American people's desire for entertainment, knowledge and inspiration.

As the New York Times put it in its annual summary of Radio's progress—"In original programming—CBS was far and away the leader. In a year marked by vapid talk... CBS actually did something..."

This "something" includes the CBS Package Programs, *the most exciting new hits in Radio*. Such sponsored shows as Arthur Godfrey, "My Friend Irma," Abe Burrows, Edward R. Murrow, "Strike It Rich"; such sponsorable ones as "Mr. Ace and Jane," Mickey Rooney in "Shorty Bell," Hoagy Carmichael, "Studio One," and many others.

Sponsored CBS Package Programs currently average 40% less in talent costs than other network programs.

So, for large audiences at low cost...at the *lowest* cost in network Radio today...see CBS.



BETTMAN ARCHIVES

## *Columbia Broadcasting System*

*—where 99,000,000 people gather every week*

*In 1940-'41-  
'42-'44-'45-'46-'47  
and...*



## *Again in 1948* **AMERICA'S GREATEST SPORTS SHOW**

This year again, the Milwaukee Sentinel Sports and Vacation Show played to capacity crowds in Milwaukee's big Auditorium. More than 100,000 sportsmen and sports-women passed through the gates—surpassing last year's figures, though attendance at other shows throughout the country was down as much as 20%.

Again this year crowds like you see in the picture above packed the Sports Show night after night for nine days! They liked the entertainment! And the 176 exhibitors liked the crowds, because they were buying crowds!

Here's a powerful combination—"America's Greatest Sports Show"—owned, operated and promoted exclusively by Wisconsin's only BIG morning newspaper . . .

# **MILWAUKEE SENTINEL**

*The Newspaper Wisconsin Grew Up With*

**1949 SPORTS SHOW DATES—APRIL 2 TO 10**

# NEWS REEL



**O. N. WILTON**

Celebrating his 20th anniversary in photographic business, is promoted from sales manager to vice-president and director of Da-Lite Screen Co., Inc.



**HARRY L. DALTON**

Member of the board and director of public relations of American Viscose Corp., has also been appointed director of sales for the corporation.



**JACK A. BERMAN**

Associated with Shure Brothers, Inc., for nearly 14 years and sales manager since 1939, is named vice-president in charge of sales for the company.



**H. A. BONYUN, JR.**

Promoted to general sales manager of Publicker Industries, Inc., served as administrative officer of the Office of Rubber Reserve, RFC, during the war.



**MAYNARD B. TERRY**

Former manager of equipment sales, has been promoted to general sales manager of the American Brakeblok Division of the American Brake Shoe Co.



**FREDERICK D. OGILBY**

For the past year sales manager of the Radio Division of Philco Corp., has been appointed to the newly created post of manager of television sales.



**DAVID B. STARRETT**

Newly promoted to vice-president in charge of sales for all products of Royal Typewriter Co., Inc., joined the company as a junior salesman in 1915.



**JOHN C. SYKORA**

Former vice-president of the Portable Products Corp., is appointed vice-president in charge of sales for Manning Bowman & Co., Meriden, Conn.



# The woman

SHE SAID Mr. Whozis would be back soon and would we take a seat. We would. We did.

She tuned us out, and turned back to Antoinette Donnelly, meanwhile making with the molars on some commercial chicle.

To the best of our recollection we had never before set foot on the premises, or laid eye on the office word wrangler, who was just a long shot for Miss Subways of any month.

But there was something strangely familiar in the scene...like a bad dream come back. One of those falling-down-a-deep-well dreams, ending in a photo finish blackout.

"Say!" Miss S. was looking hard through the harlequins..."You sick, or something?"

Just a little faint, we told her. And skip it.

## ☛ GUM CHEWING STENOGRAPHER!...

This was the woman who blighted our lives for years; *femme fatale* to the men selling News space in the early twenties, when according to legend, New York's first tabloid was read only by stenographers!

She made space buyers say "No" and our lives miserable. She kept us out of inside offices, off national advertising lists. Myth though she was, how we hated the gal!

Pain-in-the-neck of that period, too, was the early *TIME*, est. 1923. Thin issued, trick styled, paint fresh, compiled from news clippings, entertaining and highly inaccurate, this not-so-news weekly invariably referred to the Daily News as "gum chewers sheetlet"...

Until one day in 1929, opposite the



# who blighted our lives !

office building tenant-quarters of the news weekly, a large white sign announced the new \$10-million News Building on the site, and set startled Time-staffers to taking note of what made million-plus circulation tabloid tick.

No dope, TIME changed tune, alluded usually admiringly to News afterwards, made News required reading and style sheet! (Cf. Nothing Succeed\$ Like Succeed\$ file.)

Eventually it dawned on advertisers that only a newspaper printed in shorthand could be restricted to stenographers—and even they wouldn't read it if it weren't interesting!



THAT legendary stenographer turned out to be one of our best pals as well as our severest criticism. She brought the Daily News to the office, got the boss reading it. Eventually he stopped borrowing, bought his own copy!

The early News reading stenographers today are mostly mothers of families, pillars of the church, prominent clubwomen, charge accounts and customers all.

The gals who grabbed guys in the high income brackets got their copies of The News at The Breakers at Palm Beach and similar

places last winter and nobody peeped! Unless they couldn't get copies, which sometimes happens but not if we can help it!

The News today is as much a part of New York as the police force or Central Park. The town couldn't get along without it anymore than it could the subways...

The first readers read it because they liked it. Millions do now for the same reason.

It's regular diet in seven out of ten New York City families—including those in all the boroughs, and all the suburbs, regardless of college ties and/or income taxes.

With more than 2,325,000 circulation daily, and 4,650,000 Sunday—there isn't anything even close to it anywhere as a popular newspaper, or an advertising medium!

BECAUSE New Yorkers like The News, it has always been a good advertising medium.

Because so many New Yorkers liked it... it is the first retail medium in the world today, first medium for the national advertiser in this market!

Any other New York newspaper—or any two combined—can give only partial coverage; with one exception—at much greater cost!

If you'd like to know more about The News and its market, we are able and willing. Just tell us when and where!

THE NEWS, New York's Picture Newspaper  
220 East 42nd St., New York... Tribune Tower, Chicago  
155 Montgomery St., San Francisco.





ADVERTISING DEPARTMENT STAGES ROYAL WELCOME FOR NEW PRINTED PIECE ON OXFORD HEAVY-WEIGHT ENAMEL PAPER

**D**ON'T you feel like rolling out the plush carpet for a printed piece that even at first glance has "everything"? Printed pieces *do* earn special recognition—when they're printed on heavy weights of *any* of Oxford's enamel papers.

For example, your brochures, catalogs and other mailings gain in dignity—create an impression of quality and style that's sure to gain more sales. And that's a recognition that counts.

There are other special reasons why you'll want to specify the heavy weights of Polar Superfine, Mainefold, Maineflex and other Oxford enamel papers.

They have a smoother, more even surface that means clean, top-quality type reproduction. Black and white or four-color process half-tones "come clean" down to the last dot.

And you'll find the heavy weights

need less make-ready—saving you time and money. Next time, specify one of these papers—and watch the way your customer welcomes superlative printing.

Keeping your customers happy is easy

—when you take your paper problems to the Oxford Paper Merchant nearest you. He's at your service with the kind of practical assistance that always adds up to the finest printing results. You'll find him—waiting to help you—in any of 48 key cities coast to coast.



Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Maineflex Enamel Offset, Maineflex C15 Litho, Mainefold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Super and Antique, Aquaset Offset and Duplex Label.

## OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N. Y.

MILLS at Rumford, Maine  
and West Carrollton, Ohio

WESTERN SALES OFFICE:  
35 East Wacker Drive, Chicago 1, Ill.

DISTRIBUTORS  
in 48 Key Cities

SALES MANAGEMENT

# This Unique Readership of Management Executives NATION-WIDE or SECTIONALLY

*Advertise for the "YES" that gets ACTION . . . through the pages that decision-making executives value more highly than any other publication*

**W**HETHER your market is confined to the East or the West, or stretches clear across the country — here is the low-cost way to reach business and industrial leaders.

Active top-management men depend daily on The New York Journal of Commerce or the Chicago Journal of Commerce. For exclusive national business-news features and the local spot news of their own business area. They are not merely financial papers — they are the *only complete daily business newspapers published.*

The Journals of Commerce hold the confidence of 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presidents, vice-presidents and other production, purchasing, sales and traffic executives.

J-of-C circulation represents the highest concentration of business and industrial *decision-making officials* now available for advertisers.

Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Do you have an institutional message for top management?

Write or telephone for the Story

of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage.

*Get to the men who DECIDE . . . in the dailies that HELP them decide.*



*Nation-wide concentration of Top Management*

## *A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers*

Commercial Solvents Corp.  
Corn Exchange Bank Trust Co.  
Mohawk Carpet Mills  
Armour & Company  
Burroughs Adding Machine Co.  
Firestone Rubber & Tire Co.  
Eastman Kodak Company  
New York Life Insurance Co.  
Royal Typewriter Company

# The Journals of Commerce

**The Journal of Commerce**  
NEW YORK

53 Park Row, New York 15, N. Y.



**Chicago Journal of Commerce**

12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND





ADVERTISING DEPARTMENT STAGES ROYAL WELCOME FOR NEW PRINTED PIECE ON OXFORD HEAVY-WEIGHT ENAMEL PAPER

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SALES MANAGEMENT



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Firestone Rubber & Tire Co.  
Eastman Kodak Company  
New York Life Insurance Co.  
Royal Typewriter Company

# The Journals of Commerce

**The Journal of Commerce**  
NEW YORK

53 Park Row, New York 15, N. Y.



**Chicago Journal of Commerce**

12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND



**NEW!**  
**MODERN BEDROOMS**  
*For your* **LUXURIOUS**  
**COMFORT!**

Floor by floor, we are completely modernizing our 2500 rooms! Fifteen floors are now completed. New as tomorrow, our rooms have pastel tints, cheery-toned furniture, "Picture Window" effects, easy-to-read-by lighting and deep, downy new "Beautyrest" mattresses to lull you to sleep! Yes, at the New Yorker you get extra comfort and luxury!



Alcatraz: The pen that's right on the water.

A ballpoint-pen with chain attached, come to think of it.

John O'Brien tells about Bidu Sayao, the Brazilian thrush, who was interviewed by an American newsman. The reporter asked her what her name means. She said: "That's Chinese for 'Merry Christmas'."

The Philadelphia *Evening Bulletin* is obviously broadminded. A page ad in *The New Yorker* showed every man in the club reading the *Bulletin*, except one. He was more interested in television. The *Bulletin* owns and operates WCAU-TV!

With a pinch of perfume, a bit of coloring, and a change in the shape of the molds, it may have been a short jump from Ivory soap to Camay, and from Swan to Lux. In smoothness and washability, they're much alike.

Incidentally, maybe Nelson Case should say: "There's no substitute for Ivory."

Awhile back, the Third Party was cheered by a local victory in the Bronx, but who wants a Bronx cheer?

NIT—"The peacock always stops the show at the zoo."

WIT—"Yeah, but the toucan gets bigger billing."

As a name for a troubled country,

"The Holy Land" seems wholly inadequate.

Are people who like Tories "Tory-adores"?

"Praise, like gold and diamonds, owes its value to its scarcity." Samuel Johnson.

"What if jobs had to be bought?," asks the New York Stock Exchange. They may not be bought, in the commercial sense, but they are often paid for in heart's blood.

It's hard to tell which got more publicity in the first few months of '48 . . . the Marshall Plan or the Kinsey Report.

**HEADLINE PARADE**

Out to munch.—*Old Nick Candy-Bar*. Oh, to be in Mongolia, now that March is here.—*Comptometer*.

We're always up a tree.—*Asplundh Tree-Expert Company*.

Sequins for secretaries? — *Maxwell Bond*.

How to get fresh with a bedroom.—*"Better Homes."*

"You should have seen my family put a hole in these doughnuts!"—*Crisco*.

When they come for a minute and stay for a meal.—*Campbell's Soups*.

Fancy Eating . . . at Plain Prices.—*Pillsbury's Flour*.

An artist was telling us at coffee the other morning about an agency-head he once worked for. Found him one day with a pair of scissors cutting up the artist's hat. Boss looked up and said he never liked it, and the cashier would draw a check for a new one. What a screwball business, this advertising!

In Eire, they would doubtless be billed as "Shamus 'n' Andy."

I wasn't sure I caught the words Tessie O'Paque was singing as she swung past my office, but they sounded like: "There'll always be an ingrate."

The column suggested that Schick Super Shaver tint the guard for the shearing-head either red or blue, so that inexperienced Schickers wouldn't try to shave without removing the guard. N. Gray, chief engineer, proved Schick had already thought of

**SALES MANAGEMENT**



## BACK THEM WITH THE FACTS THEY NEED FOR SUCCESSFUL SELLING

Many a call has been wasted and many a sale lost, just because the salesman lacked such facts as these: *where* to call . . . *when* to call and *what* lines to concentrate on for steady, well-rounded, profitable business.

How can you keep *your* salesmen supplied with this vital information? Ask today about Kardex *Visible* Sales Control and how it gives you both a graphic, over-all picture of status or performance plus rapid access to complete details. No waiting for end-of-month summaries. You can have—any day, at a moment's notice—any or all of the following facts:

Sales-to-quota percentage by salesmen, by departments and by customers . . . Date of last customer contact and date of last sale . . . Date when next call should be made . . . Up-to-date customer information . . . Cost of sales by customers or by departments . . . Or whatever other type of data you need in your particular set-up for successful control of sales effort.

**FREE BOOK OF SIMPLIFIED SALES CONTROL METHODS.** If you'd like to learn more about Kardex-simplified methods . . . how they can cut your costs . . . how they can help you boost your profits, read our 96-page study, "Graph-A-Matic Control for Sales Management". It's yours free on request. Phone the Remington Rand office nearest you or write Systems Division, 315 Fourth Avenue, New York 10.

**Remington Rand**  
THE FIRST NAME IN BUSINESS SYSTEMS





## Packed with Census Bureau Facts About the World's Greatest Dairy Market

### Answers to Questions Such as These

How many milking machines are owned by Wisconsin Ag farmers compared to the average U. S. farmer?

What's the potential for future milking machine sales?

How do Wisconsin Ag farmers compare with average U. S. farmers in income from all farm sources?

How many Wisconsin Ag farms next to a high-line have running water?

NOTE: Records for individual farms and farmers were not made available to Wisconsin Agriculturist and Farmer, nor to anyone else, since the Census Bureau is prohibited by law from disclosing information relating to any individual farm or farmer.

The better you know your prospective customers—the easier it is to sell them. In the 24 page booklet shown above, Wisconsin Agriculturist gives you a statistical picture of its subscribers as obtained from special tabulations made by the U. S. Bureau of the Census. This booklet tells in detail about average Wisconsin Ag farmers, their income, their investments, their business. It compares them with average U. S. farmers and with average farmers in the Northern states. It gives you facts that will help size up this special market and guide you in your plans to sell it. All of the information was gathered by the Census Bureau. Wisconsin Agriculturist paid the bill. Copies are now off the presses. Be sure to get yours. Send name and address on coupon below or send request on firm letterhead.

### WISCONSIN AGRICULTURIST & FARMER

Racine, Wisconsin • Dante M. Pierce, Publisher

Wisconsin Agriculturist and Farmer, Racine, Wisconsin

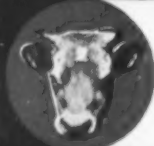
SM-5-20

Gentlemen: Please send me your new booklet giving a Census Bureau picture of Wisconsin's top farm market.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_



it; sent me three guards tinted amber.

Sturgis, Michigan

Dear Harry:

I think you should not let pass unnoticed the *Chicago Tribune's* advertisement on the back cover of the March I issue of *SALES MANAGEMENT*.

It shows a woodsman trying to get a damsel by chopping her out of a tree, and bears the caption: "In Chicago, there's an easier way . . . with results the same day."

If you have spent much time in Chicago, I am sure you will agree they are right.

Sincerely,

M. A. Wells

Reader Wells is just gagging, of course, for Chicago gals are no more approachable than those in my hometown of Philadelphia or those in Fisher's Switch.

Editor of our local 4-pager, the *East Falls Bulletin*, is no doubt going to vote Republican this time. He writes: "The Government is urging private capital to make itself useful in defense-work; and, in the meantime, is hurriedly passing laws to keep producers of defense-material from making a fair profit. It just doesn't make sense."

Speaking of the Republicans, whose nominating convention gets under way in our town next month, I have dashed-off these couplets:

You wouldn't be daft  
To nominate Taft.

Nor would you be screwy  
To settle on Dewey.

You might even fasten  
On Harold E. Stassen.

Returning from St. Petersburg on the *Meteor*, agencyman Wes Ecoff was amused by an exchange between a man in the diner and a colored waiter. The man complained that his eggs were overcooked; brittle instead of fluffy. The waiter argued: "Boss, we can *done* 'em, but we can't *un-done* 'em."

Patient—"Doctor, I don't smoke, drink, or chase around with women. Will I live a hundred years?"

Doctor—"No, but it will *seem* like it."

—Kasco Informant.

East is East and West is West, and never the twain shall meet . . . except head-on.

SALES MANAGEMENT





## ONE HANDFUL LEADS TO ANOTHER!

Ever take just ONE handful of popcorn . . . and then stop? If you're human—probably not—it just isn't done! After that first sample you take another handful—and another . . . just a simple human trait, but how it can pay off in increased sales!

That's why more and more mass marketers are saying to prospective customers:

*"Here is a sample—try it and see for yourself."*

It's an ideal way to make *buying your product a habit.*

Sample campaigns are a specialty of ours, a unique service built upon years of experience in handling scores of sampling programs, including the largest undertaken.

And whether you wish to make a direct sample mailing or a coupon offer—whether you are thinking in terms of thousands or millions—whether you want to reach mass

or selective markets, Donnelley offers you a complete service, from supplying lists that reach close to 90 per cent of the nation's population to handling all details of packaging, addressing, and mailing.

### OTHER DONNELLEY SERVICES:

- **DEALER HELP MAILINGS**—including planning, supplying of mailing lists, printing, dealer imprinting, addressing, scheduling and mailing.
- **CONTEST PLANNING AND JUDGING**—supported by years of experience in handling the nation's major contests.
- **SELECTIVE MARKET MAILINGS**—proved by exhaustive tests, national, regional and local campaigns.
- **MAIL-AWAY PREMIUM SERVICE**—executed by an expert staff geared to handle volumes of requests quickly, efficiently.

## THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.  
CHICAGO 16, ILL.

305 E. 45th ST.  
NEW YORK 17, N.Y.

727 VENICE BLVD.  
LOS ANGELES 15, CALIF.

THE WHEATENA CORPORATION  
WHEATENAVILLE  
RAHWAY, NEW JERSEY

7 April 1948

Robert Gair Company, Inc.  
155 East 44th Street  
New York 17, New York

Gentlemen:

Many visitors to Wheatena here at Rahway, have remarked that we have the most complete automatic packaging operation in the world.

Whether or not this is an over-statement, we do know that our superhuman machines are entirely dependent on the precision with which the cartons are made.

Fortunately, the Robert Gair organization recognized this fact years ago and have made every effort to preserve the precision of their product and thus help us keep our machines operating in a highly satisfactory manner.

Very truly yours,

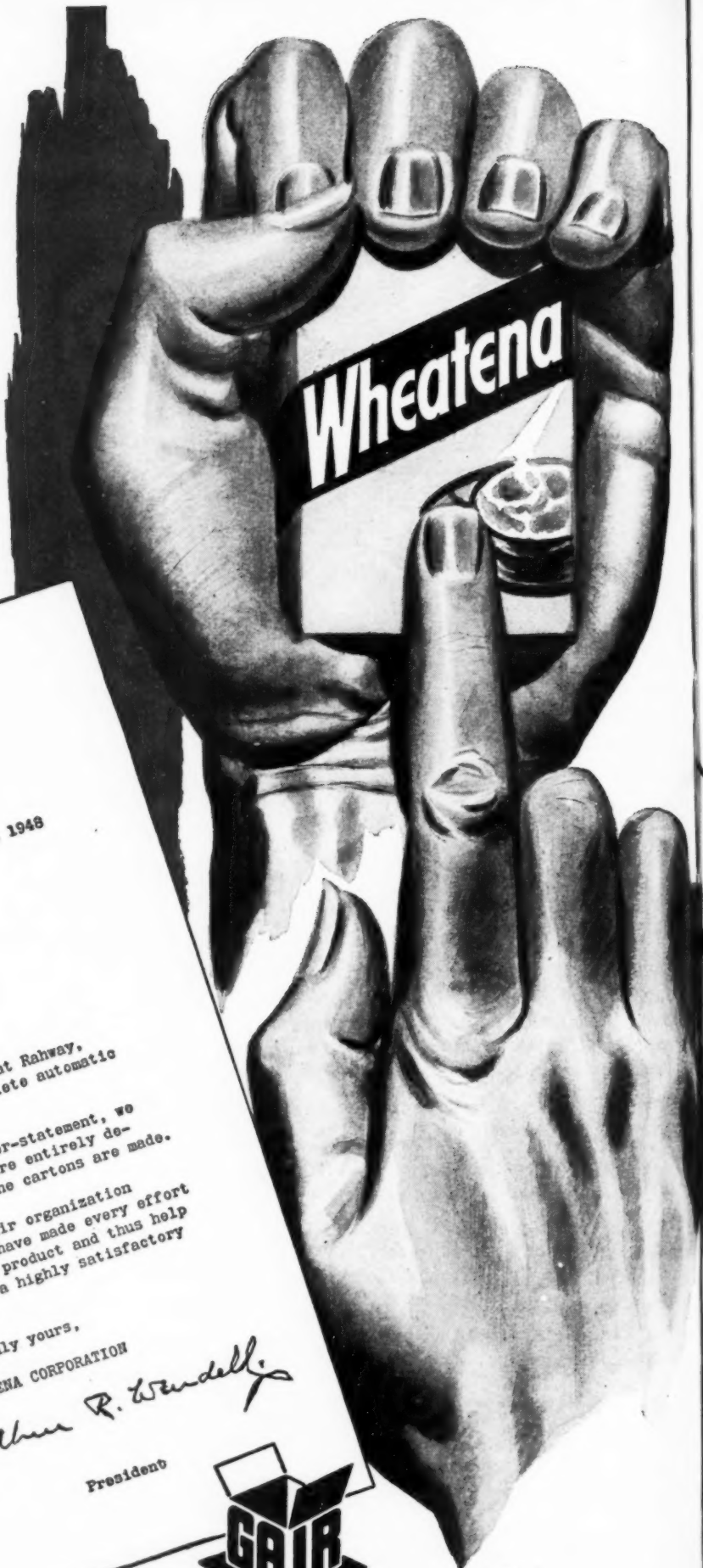
THE WHEATENA CORPORATION

By *Arthur R. Wendell*

President

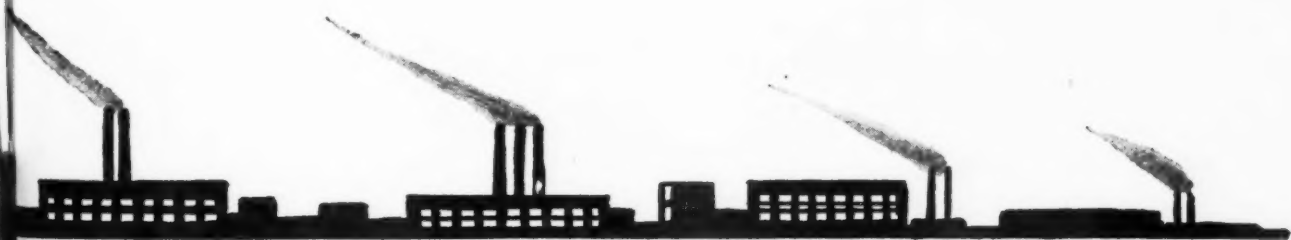


ARW:lb



# Well in Hand!

...for half a century



**Wheatena's packaging machinery,** like many others, has a personality of its own ... a characteristic that demands the uniform precision of a "custom made" carton ... just the kind of precision cartons that embody the experience, the "know how" and the infinite care of the Robert Gair organization.

You will understand why our cartons are always GAIRanteed when you read the

Wheatena letter, which states that the precision of Robert Gair cartons has helped materially to keep Wheatena's high-speed packaging machines operating in a highly satisfactory manner for many years.

Our technical staff is at your service when you contemplate an improvement in your packaging facilities or when you plan the ideal carton for your new product.

*Write for booklet on Precision Packaging*

**ROBERT GAIR COMPANY, INC.**

NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS • SHIPPING CONTAINERS





**Now leading U.S. in new home construction  
... it's America's third largest market!**

**GET THE FACTS ON LOS ANGELES... NOW AVAILABLE**



The Research Department of The Times has completed a comprehensive survey of the Los Angeles market—studies of population trends, sales analyses, buying habits, routes, etc. These studies are outlined in the booklet "Los Angeles—City Without Limits." Write today for your FREE copy.

**AMERICA IS MOVING WEST... TO STAY!** In the nine-month period (January through September, 1947,) building permits with a total value of \$175,998,000 were issued within the city limits of Los Angeles. This was \$63,000,000 ahead of second-place New York. Today building in Los Angeles is running far ahead of 1947. Acres of new homes are needed to care for the flood of people continuing to pour into this ever-richer market. To reach the people of Los Angeles... now America's third largest market... tell your story in the *Los Angeles Times*—delivered to more homes than any newspaper in the West.

CIRCULATION—ABC Audit Report for twelve months ending March 31, 1947: Daily, 400,811; Sunday, 747,852

**LOS ANGELES TIMES**

REPRESENTED BY CRESMER & WOODWARD, INC. — NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

SALES MANAGEMENT



Best "new twist" of all...many advertisers agree...is the use of a newly developed medium where costs are consistently low...and results high.

## Why not try *National Match Book Advertising*?

## Copyright, 1948, by Eastman Kodak Co., Inc.

TUESDAY, APRIL 14, 1942

Journal of Social Issues 40: 1-12, 1984.

10 CENTS PER PAGE

## They Try New Twists To Get More Dollars From Sales Efforts

Business firms are thinking up dozens of new devices to get the most from their advertising.

### Book Match Recipes

Hunt Foods, Inc., has come up with this idea to promote the use of tomato sauce in cooking. It's distributing more than 100 million book matches through grocery stores. On the outside cover of the match books is the company's name; inside the cover recipe tell the many ways in which tomato sauce can be used.

"This book match advertising, along with the rest of our advertising on tomato sauce, is giving us penetration into new markets," say Hunt officials. "We're getting more orders from out of the way places, which means we're getting a lot wider distribution than ever before."

## World-Wide

...the capital was slowly returning to normal after three days of bloodshed. When the fresh disorders were about to start, the new cabinet formally charged that Soviet agents had incited the uprising. Government forces were in control of downtown, but the presidential palace, but the still were paralyzed by...

**A Special Staff Report on Price  
and Production Trends  
Affecting Industry**

**EUROPEAN AID will bring a change for**

Then with E.E.P. over-all export demand for U. S. farm products will slip this year. Without it, my federal agricultural experts agree there would be in "serious trouble."

Before the war, countries sharing in E.R.P. took 283 million pounds of oilseed annually. Now they're scheduled to get upwards of six million pounds each year, through the 1961-62 fiscal year. The 16 nations took around 200 million pounds of fat and oils a year in 1950-51. Under the aid program, shipments are due to hit 322 million pounds in 1949-50, climb to 360 million pounds in 1961-62.

Pre-war, Mexico took 2.2 million bales of American cotton annually. It will get less than half that amount this crop year. Under R.F. shipments are scheduled to reach 2.5 million bales a year. Dried fruit exports, a slow 50,000 metric tons this crop year, will snap back to 120,000 tons, and stay high for five years. Pre-war the annual average was 120,000 tons.

An S.R.P. correspondent also got 770,000 lines of positions on the report sent to Europe, traditionally an importer of goods.

**FIREWAVE OVERFLOW** New York City: procession for a police dip.

**Councilmen Levying Imposts on  
Almost Every Gainful Enter-  
prise to Meet Higher Costs**

- 10,000,000,000 match books distributed over the nation . . . your choice of any *quantity*.
- Your choice of *markets*.
- Your choice of distribution *time*.
- As many as *four colors* in small space . . . at small space cost.
- *Twenty readership opportunities* for each message (one exposure for each match in each book).
- *Low cost rates* . . . as low as 40 cents per thousand messages . . . as low as 2 cents per thousand reader exposures.
- As many as 25 advertising messages for a penny . . .
- 100 reader exposures for a penny.

**NATIONAL MATCH BOOK ADVERTISING, INC.**

**CHICAGO (5)**  
**506 South Wabash Avenue**  
**Phone: WEBster 3853**

**NEW YORK (22)**  
745 Fifth Avenue  
Phone: PLaza 9-2350

## IT TAKES BUSINESS PAGES TO SELL BUSINESS PEOPLE

By **C. W. FISHER**  
Media Director  
The Buchen Company  
Chicago

Here's an average business man named Joe. He subscribes to six magazines. He reads them all, too.

Here we are with a business message which we want Joe to read. Which of these six magazines should we schedule in order to reach Joe?

"It behooves you," says the voice of experience, "to buy the magazine Joe reads for business guidance. He'll read your business message more intensely there."

When the editor leads Joe's mind along the broad highway of his business problems, your business message has no trouble hitching a ride because it's going the same way Joe is going. But when the editor wanders all over the countryside with Joe's mind, your advertisement may get lost in the scenery.

Editorial content has a lot to do with the intensity of readership for advertising.

The tremendous mass circulation of *Nation's Business*, *U.S. News*, *Fortune* and *Business Week* today is the result of able editing which focuses on business problems. No diffusion of editorial material or distraction of the reader is permitted.

You can get the full advantage of this editorial concentration for selling business men when you use not only one but all four of these leaders. Together they offer you 1,335,000 subscribers who can be very intense readers of your advertising message, too.

When you use 1,335,000 business pages to sell business people, you're bound to do a lot of business.

• • •

This column is sponsored by *Nation's Business* to promote the use of a mass technique in selling the business market of America.

Four leading general business magazines offer you a combined circulation of 1,335,000 executive subscribers. This means over fifteen million pages a year on 12-13 time schedule.

	Guaranteed Circulation	B & W Page
Nation's Business . . . .	575,000	\$3,000
U.S. News & World Report . . . . .	350,000	2,400
Fortune . . . . .	235,000	2,900
Business Week . . . . .	175,000	1,575
	1,335,000	\$9,875

We'll be glad to give you a more detailed picture of the mass coverage now available to your business. Write for free booklet. *Nation's Business*, Washington, D. C.

(Advertisement)

# WASHINGTON BULLETIN BOARD

## "Creeping Inflation"

With prices still mounting, what is to prevent a post-war letdown like we had in 1921?

You can take your pick of the arguments. One line of Government reasoning that we are not in for an absolute bust is summarized by A. L. M. Wiggins, Under Secretary of the Treasury, who says after looking over factors of our present economic situation as compared with 1920:

"There are basic elements of financial and economic strength in our economy today that proportionately can sustain a higher price level and a higher production than could be sustained in 1920. In addition, there are fewer weaknesses in our price structure and in the credit structure than in the former period. These facts do not necessarily mean that both prices and production may not decline. They do indicate, however, that if prices do not increase above current levels and if our credit structure does not become weakened, prices are not likely to suffer the precipitous drop that occurred between May, 1920, and June, 1921."

He also points out that a factor of tremendous importance in our economy is the total of liquid assets held by individuals, aggregating approximately \$200 billion. (Of this amount, nearly \$150 billion has been accumulated during the past eight years. Sixty-seven billion represent individual holdings of United States Government securities.)

(At this month's annual meeting of the United States Chamber of Commerce in Washington, a poll showed six out of nine delegates expecting prices to continue their "creeping inflation" rise with the full impact likely next January.)

## Professional Incomes

Are figures available on the relative incomes of professional people?

The Department of Commerce Office of Business Economics is resuming its survey of the independent professions, first made in 1941. It is beginning with 20,000 questionnaires to a representative cross-section sample of lawyers throughout the United States, in cooperation with the Survey of the Legal Profession, an inde-

pendent organization sponsored jointly by the Carnegie Corporation and the American Bar Association. Items covered include gross and net incomes, type of practice, age, size of firm, city and state of practice, and consumer expenditures for legal services, covering the period 1943-47. Data should be published this fall. Other professions will be surveyed as funds and cooperative arrangements are established.

The 1941 surveys showed average incomes as follows: lawyers \$4,794; physicians \$5,047; dentists \$3,782; veterinarians \$2,657; nurses \$1,192.

## No Excise Tax Cuts

Will there be any relief from the present excise taxes?

Not this year, and probably not next year. Because of increased military costs and the loss in income tax revenue, Chairman Harold Knutson of the House Ways and Means Committee finally has flatly admitted that previous plans for a substantial cut in excise taxes this year have been abandoned. The Committee is working on a revision of the entire Federal tax structure, but the excise tax rates on such things as railroad tickets, cosmetics, liquor, and furs will not be altered.

Only change likely is in the communications tax on telephone calls and telegraph messages. This may be reduced to pre-war levels.

## Shortages on the Way

Will the new defense program create shortages?

Shortages loom up again as a result of the Government's Defense Program. Best guesses in Washington indicate that there will be up to \$13 billion of "new" money available, bidding up the prices and available stocks of the products of America, both agricultural and factory-made.

Money now in circulation is figured at \$28 billion. Add \$13 billion more and you have the reason for expected shortages in many fields.

More than 200,000 new concerns opened for business in 1947, with only 3,476 failures. If the current year produces similar figures, it will add to the burden of competition for short merchandise in many lines.

Something will have to give. Ex-

SALES MANAGEMENT

GREYHOUND can keep you  
*On the Road*  
 to more net profits in selling



**Because Greyhound goes where your customers are . . .  
 goes there oftener . . . saves overhead on every trip!**

**ON-THE-ROAD SELLING** has become a lot easier and a lot more profitable for salesmen who use Greyhound buses.

There are two road blocks which have barred the way to full profits in past years . . . they are *Lost Time* and *High Travel Cost*. Greyhound detours both of them, and gives you a lot of extra values, for good measure:

**1. MORE FREQUENT SCHEDULES** save hours of waiting time—permit making profitable calls at several towns in one day. Luggage and sample cases travel with the salesman—are instantly available when he stops.

**2. MORE PLACES SERVED.** Greyhound goes where your

customers live—in the little towns and communities as well as the big cities . . . takes salesmen to the heart of downtown, or lets them off at suburban stations.

**3. MORE TRAVEL COMFORT.** A man on the road needs his rest . . . Greyhound gives it in full measure, with the most comfortable, relaxed ride found in any vehicle.

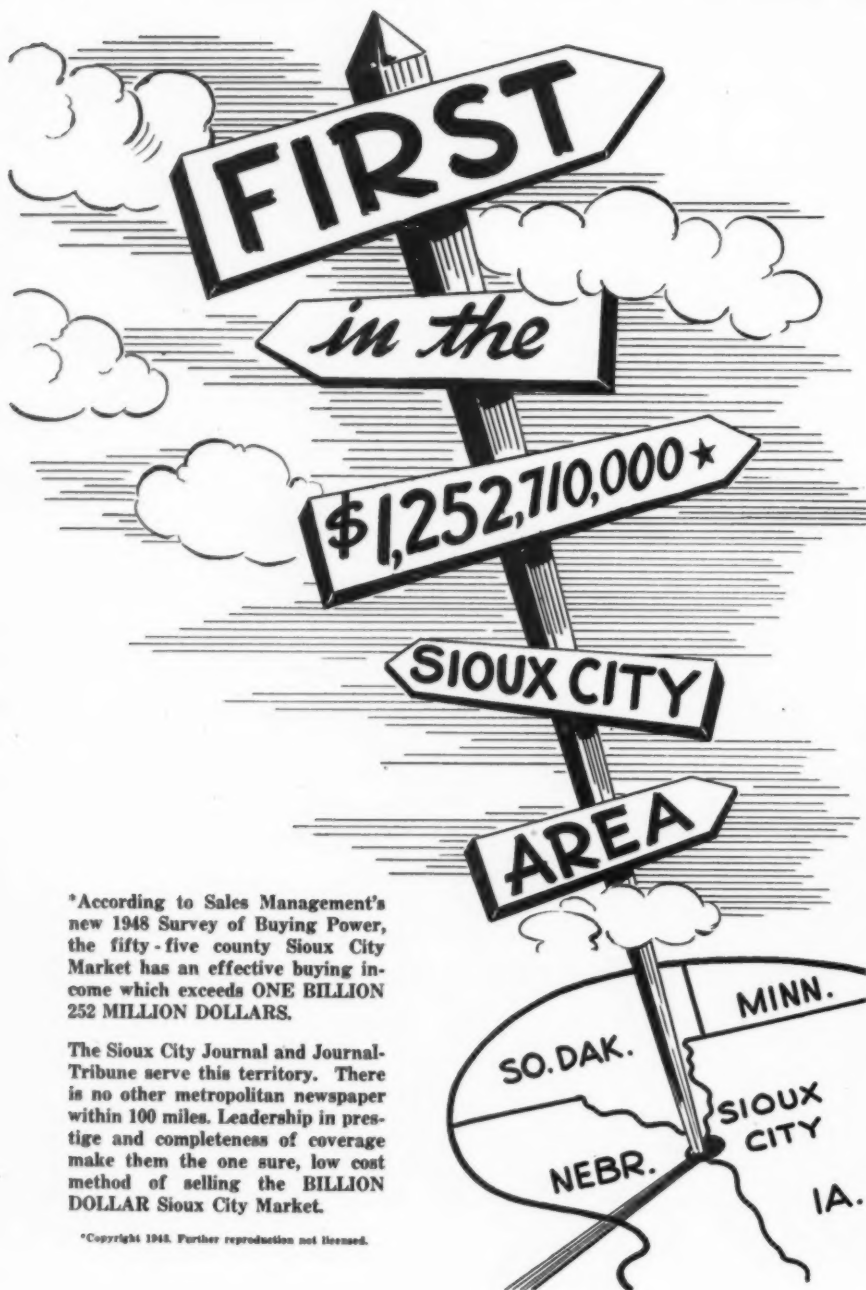
**4. BIGGER SAVINGS.** Greyhound trips cost about one-third as much as operating a private auto, and are 'way lower than any other kind of public transportation. There's an extra saving on round trips. *Watch Mileage cost come down when you use or specify Greyhound!*

**GREYHOUND**



MAY 20, 1948





\*According to Sales Management's new 1948 Survey of Buying Power, the fifty-five county Sioux City Market has an effective buying income which exceeds ONE BILLION 252 MILLION DOLLARS.

The Sioux City Journal and Journal-Tribune serve this territory. There is no other metropolitan newspaper within 100 miles. Leadership in prestige and completeness of coverage make them the one sure, low cost method of selling the BILLION DOLLAR Sioux City Market.

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## The Sioux City Journal

### JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE  
**JANN & KELLEY, INC.**  
New York — Chicago — Detroit  
 Los Angeles — Atlanta — San Francisco

cept for a few lines, production is at a peak. Considerable talk is being given to an increase in the working hours of the week, but in a political year it will gain little support.

In March, total volume of consumer credit reached a record high of \$13.4 billion, more than \$3 billion over March 1947. These figures are being widely circulated in Washington as emphasizing the need for a restoration of consumer controls.

Consumer merchandise is certain to be the final loser, although it will be months before shortages are felt.

### Inventory-Sales Ratio

**Is the size of manufacturers' stocks a danger point?**

Over-all figures show that manufacturers' stocks have about the same relationship to sales as in 1919 to 1941. However, the physical volume of inventories seems somewhat low, the Department of Commerce reports.

The inventory-sales ratio is the method used by Washington economists to judge whether stocks are becoming top-heavy.

If the inventory-sales ratio is back at pre-war levels, it indicates an advance that will bear watching. On the other hand, increase in population, and added numbers of people now spending more money than ever before in history, would imply that that the ratio will advance considerably before the market is at a point where caution is indicated.

### Over-Age Workers

**What will happen to over-age workers?**

There will be a surplus of 30,000,000 workers in the United States by 1980 if we keep lengthening the span of life, the National Health Assembly was told.

Dr. Theodore G. Klumpp, president of the American Pharmaceutical Manufacturers Association told delegates that people are living longer, that by 1980 there will be 60,000,000 Americans over 45 years of age, and 21,000,000 over 65, creating a huge employment problem.

"We cannot plow them under as we used to plow under corn, potatoes, tobacco, and little pigs," he remarked.

Quoting the case of a man reputed to have lived to be 146 years old, Dr. Klumpp said, "There is no reason why science cannot make it possible eventually for many of us to marry at 111, propose and be accepted at 130, and live to be 146." This, he said, would certainly add new problems to American living.

SALES MANAGEMENT



YOU WERE SAYING... "NEWSWEEK IS ONE OF THE **TOP 4** IN TOTAL ADVERTISING PAGES OF ALL GENERAL MAGAZINES. THEY CARRIED OVER 2800 PAGES IN 1947"

OH, YES... AND THEY'VE GOT THE BLUE-CHIP COMPANIES, TOO. MOREOVER, NEWSWEEK DELIVERS THE "TOP 700,000" AMERICAN FAMILIES... THE GREATEST CONCENTRATION OF LEADERS IN BUSINESS, INDUSTRY, AND THE PROFESSIONS OF ANY GENERAL MAGAZINE. AND AT THE LOWEST RATE PER THOUSAND! THUS WE RECOMMEND...



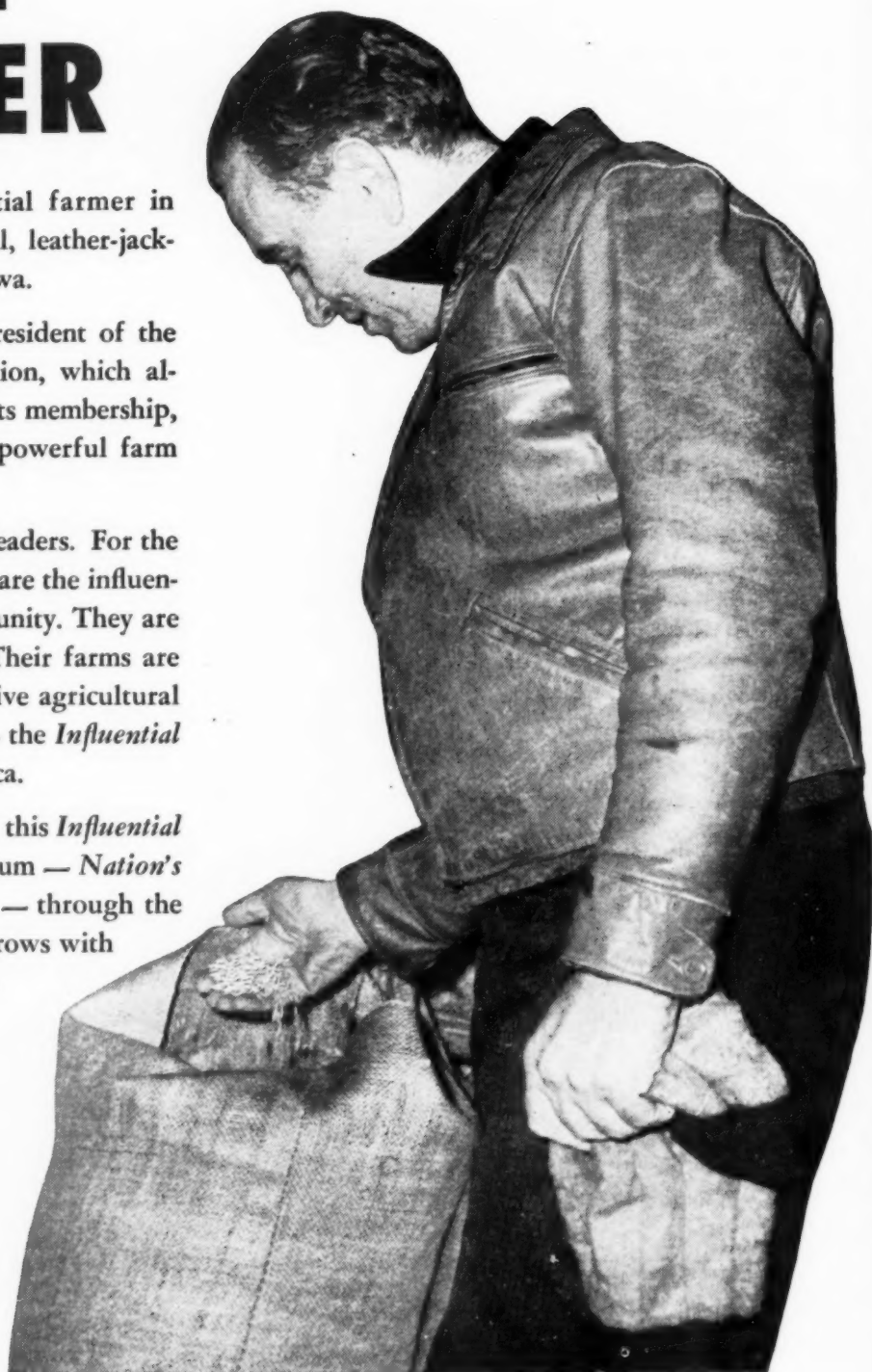
# AMERICA'S No. 1 FARMER

Undoubtedly the most influential farmer in America today is this thoughtful, leather-jacketed gentleman from Vinton, Iowa.

He is Allan B. Kline, new president of the American Farm Bureau Federation, which almost overnight has quadrupled its membership, becoming the largest and most powerful farm organization in the world.

Actually, Kline is a leader of leaders. For the 1,275,000 Farm Bureau members are the influential citizens of every rural community. They are proponents of free enterprise. Their farms are show windows of new, progressive agricultural methods. They are the leaders — the *Influential Million* farm families of America.

You as an advertiser can reach this *Influential Million* through a single medium — *Nation's Agriculture*. Sell to the leaders — through the publication that speaks to and grows with America's most powerful farm organization. ★



## NATION'S AGRICULTURE

OFFICIAL PUBLICATION FOR

**1,275,000**

FARM FAMILIES OF THE

**AMERICAN FARM BUREAU FEDERATION**

58 E. WASHINGTON STREET, CHICAGO, ILLINOIS

*In Pittsburgh you can*

**ROUTE your ADVERTISING**  
*as you*  
**ROUTE your SALESMEN**



*They belong together*

### **LIKE COFFEE AND THE POST-GAZETTE**

Coffee and the Post-Gazette are a morning habit in Pittsburgh as well as in Zelienople which is just one of the 144 cities and towns of 1,000 to 70,000 population within a 50-mile radius. Since your salesmen already call on the Zelienople dealers who sell the Zelienople families called on by the Post-Gazette, your solution is "SELL-amentary"! Route your advertising as you route your salesmen by majoring in the Post-Gazette, the only Pittsburgh newspaper that will work with your salesman in selling the million central city people, then travel with him to help sell the two million more who live in the balance of the 14-county Pittsburgh market.

*Major in Pittsburgh's*  
**POST-GAZETTE**

**BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER**

**REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.**

MAY 20, 1948





**any way  
the wind  
blows....**

... the Herald Tribune proudly measures the merchandising pulse through constant fundamental research.

During a survey at the recent 1948 National Home Exposition, it was found that over 40% of the Herald Tribune readers interviewed plan to buy or build *new homes*. Into these homes will go many *new products and services*.

This is only *one example* of how Herald Tribune research consistently produces vital information about America's *most-able-to-buy* Metropolitan and Suburban markets ... a productive R-P\* that's hard to beat! Whatever you're selling, you'll want these *spend-ready customers*.

You'll learn plenty about trends important to your business if you refer your problem to the Herald Tribune Research Department. And here's *a plus to remember*... Continuing Home Studies are always available in the fields of Drugs, Groceries, Toiletries, Household Equipment and Appliances, Radio, Tobacco and Alcoholic Beverages.



**\* response  
power**

# SIGNIFICANT TRENDS

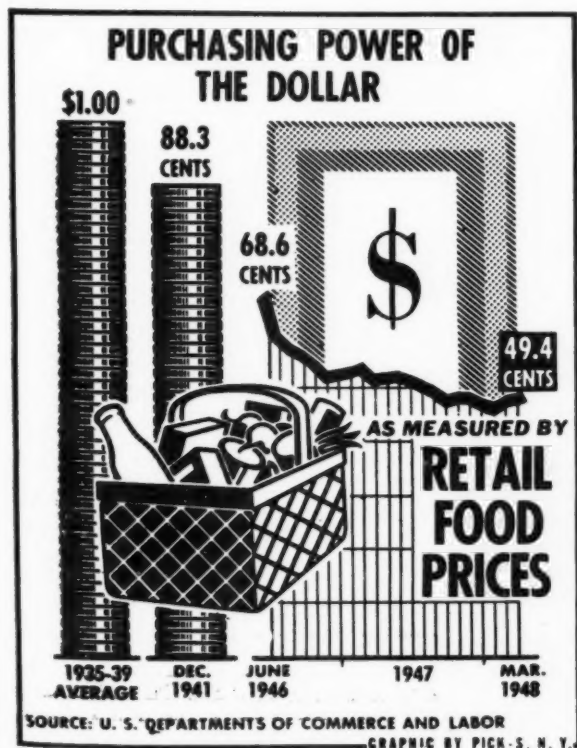
As seen by the editor of SALES MANAGEMENT for the period ending May 20, 1948

## ARE WE LOSING MARKETS?

The Department of Commerce summary of "Trends in Retail Sales" for the first quarter of the year indicate an over-all gain of 8%, but the important gains are concentrated in the automotive and building construction categories. "Bread and butter" items are holding their own.

The luxury trades which did so well during the war and for the first two years after war's close, now show declines. For the three-month period all of the following stores registered declines: eating and drinking places, womens' accessory, custom tailors, furriers, liquor, jewelry, books, sporting goods, and luggage. This doesn't mean that they are operating in the red. Business was at a very high level last year. Compared with what those stores consider "normal" business, the first quarter wasn't bad and the outlook remains relatively good for the rest of the year.

We sense a significant trend in the fact that high-volume lines—construction and automotive—are at the top of the heap. This is a double-barreled reason why installment sales are booming and why charge accounts are on the rise and will soon set a new record. This type of merchandise makes up a large part of the installment buying and to a very considerable extent it develops charge accounts among the very people who should be watching their pennies a little more carefully. I refer to the improvident souls who rob Peter to pay Paul.



The 50-cent food dollar cuts sales of other commodities.

The combination of that kind of people plus the fact that many retailers are encouraging credit buying to keep up sales volume, means that sales on time payments and charge accounts will continue to maintain a greater increase compared with cash sales.

Remember Newburyport? A year ago the shopkeepers of that little Massachusetts town briefly captured the Nation's attention with the "Newburyport Plan" for sales promotion through price reductions. Today, according to *The Wall Street Journal*, their situation is, in an unsensational way, even more significant. Most of the stores are showing a reduced dollar volume; their customers are protesting higher prices; inventories are rising.

Our Les Colby reports from Chicago that he talked to a sales executive of one of the big soap companies, who told him, "We have 800,000 cases of soap in warehouses and the pile is growing. At \$10 a case, probably average value, that means \$8,000,000. Nothing like this has happened since 1933 when we had 500,000 cases in storage. At that time we thought that was bad."

It *could* happen here, as Mr. Stalin hopes—overproduction and loss of markets.

It *shouldn't* happen here. We used to be good salesmen—before we got fat and flabby. Most of the big factors are still on the plus side. Construction is 47% above last year and is likely to continue strong; the tax cut gives us more spending money; the Marshall Plan is gathering momentum and will be really big in the fall; the defense program will add to employment and income; while many people have cut down on their spending because they are forced to do so or consider it the prudent thing to do, most people seem semi-resigned to high prices and are proceeding to buy.

## THE FORGOTTEN ART OF SELLING

J. C. Aspley points out in the May 8 Dartnell News Letter that during the depression business learned the need of a closer tie-up between advertising, sales promotion and field sales operations. "During the roaring twenties, advertising men established advertising as something apart from selling. Its job was to create consumer acceptance for the product. It was the practice in those days for the advertising manager to report directly to the chief executive. . . . During the depression years, advertising and sales promotion were geared more directly into sales operations. Advertising came to be regarded as being designed to *help salesmen sell*. It was slanted that way.

"Then came the war and the conception of advertising as a means of keeping the company and its products before the public while the advertiser was engaged in war production. Advertising appropriations were spent easily. It was better than paying the money out in taxes. Naturally, this sort of thinking, at a time when sales were not a problem, left advertising and advertising men a bit flabby.

"Some advertising men seem able to readjust themselves to the new tempo, but many cannot or will not. So they are making way for younger men who have the sales slant and who understand the importance of advertising in the over-all sales plan. Whether these men report to the sales manager depends upon the sales manager."

## ADVERTISING IS SELLING

As shown by a full-page Pictograph in the August 15, 1947, *SALES MANAGEMENT*, selling effort is running at an all-time low. For about two decades selling costs of all types averaged about 37% of our national income. When the percentage went materially below that average we had bad times. From 1930 to 1932 we were scared: We lopped off 14 billion in selling effort and income plummeted 33 billion. Then we got our courage back, and from then until our entry into World War II, income went up \$3.50 for every additional one dollar in sales effort.

But during the war years and continuing through 1946 we spent about 10% less for selling than in 1925 and in this Pictograph *SALES MANAGEMENT* asks, "Are Our Sales Efforts That Much More Efficient? Or Are We Just Coasting? Are We Doing a Good Job of Creating *Desires* Today?"

National expenditures for that type of selling called advertising show a big increase during the past quarter century in *dollar* investment, but the percentage of sales invested in advertising has declined or remained stationary.

Figures compiled by the Grey Advertising Agency, Inc., for the years 1939 and 1946 indicate that the total advertising volume for 1946 in relation to the volume of production was 21% less than in 1939. The com-

parison with 25 years ago is even more shocking.

Grey points out that the tremendous increase in the number of advertisers and the number of advertised brands has brought about an increased acceptance for advertised brands as against the non-advertised, but "Loyalty to *individual* brands is unquestionably lower than it was 25 years ago. The public's attitude, more and more, is 'if it's advertised—it's okay.'"

Twenty-five years ago the percentage of advertisers who could claim strong consumer *demand* was considerably higher than it is today, and it is more important to have it today than ever before because of the trend toward self-service and other types of robot selling.

To quote again from Grey, "Under robot retailing consumer acceptance is necessary, worth while, important. But it isn't enough. Too much is left to chance. . . . The brand that sells best under robot retailing is the brand that has built up the strongest consumer demand—the strongest consumer preference. . . . The down trend in consumer demand for individual brands must be reversed.

It can be reversed only by:

1. Advertising that features brand names, brand virtues, brand quality, brand features of superiority.
2. Advertising that centers around the merchandise and the package. The role of the package gains in stature daily.
3. Promotions based on a knowledge of how the mass retailer promotes.
4. *More advertising.*

"We hear a lot about manufacturers strengthening their sales forces—which usually means increasing the size of the sales force. But too few advertisers are increasing their advertising budgets. Yet, with the cream of retail volume being concentrated more and more into gigantic robot retail organizations—and with business through these huge organizations being done more and more by principals rather than by salesmen—it might be questioned whether any increases in the selling effort should not be given to advertising rather than to flesh and blood selling."

We don't agree with Grey on his last statement. Advertising has its important place, but it is not going to supplant personal salesmanship. What we strongly believe is that the total sales appropriation, *including* advertising, should be increased to the point where over a 25-year span we found good equilibrium—about 37% of national income.

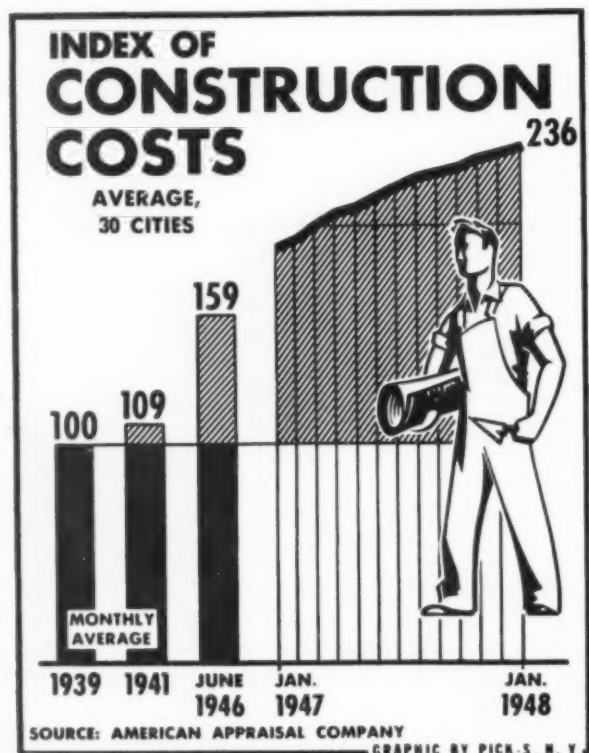
## STALIN CHALLENGES SALES EXECUTIVES

"Stalin believes the American crisis is not far off, and that it will be caused by inflation, overproduction, unemployment and loss of markets."

This quotation from "Hate With Russian Dressing," by Alexander Kendrick in the May 8 *Colliers* would seem to indicate that Uncle Joe doesn't give American sales executives a very high rating in his book. We don't have overproduction if we do a good selling job, nor do we have unemployment and loss of markets.

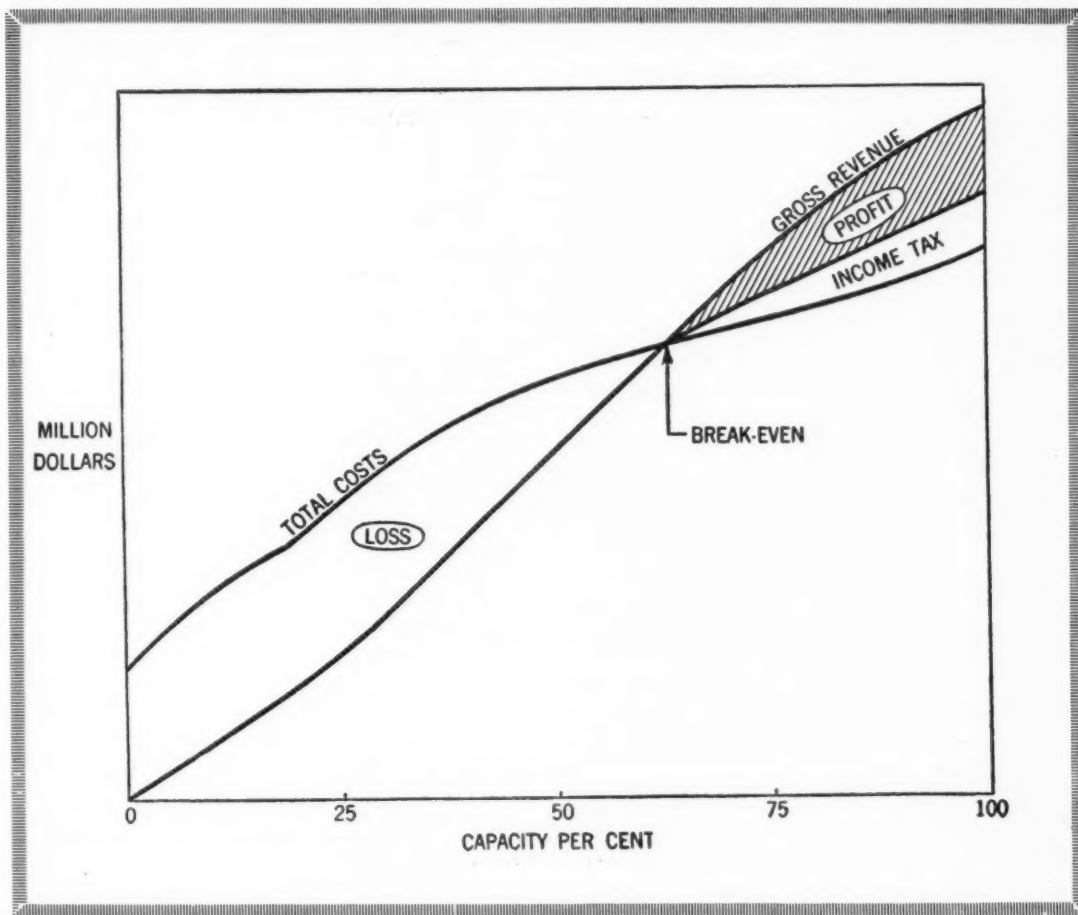
**PHILIP SALISBURY**  
Editor

**SALES MANAGEMENT**



High demand persists despite high construction costs, and dollar volume of business is up 47% over the last year.





## When the Controller Says "Costs Are Too High"

As told to Lester B. Colby by J. L. SINGLETON • Vice President  
and Director of Sales, General Machinery Division, Allis-Chalmers Manufacturing Co.

Can you justify them? Through sales analysis, territory reorganization, and product standardization, Allis-Chalmers has a whole new industrial sales setup to buck the cost squeeze in a competitive market. It streamlines selling.

Nearly all costs of doing business have risen sharply since 1940—and some day soon—the controller will come walking into the front office wiping perspiration from his brow. He will announce that profits, oddly enough, have been vanishing. His jitters will be transferred to the president of the corporation, who will hastily call a meeting. The finest quality No. 1 brains of the organization will gather around.

"Costs are too high," says the controller.

"Labor and material costs are too high," puts in the plant manager.

"Why not trim down those sales expenses? Those big expense accounts! What have the salesmen been doing, anyhow?"

You see, in almost every manufacturing organization there are some who are likely to argue like this: When sales are pouring in, "What do we need of a sales department?" When orders are *not* coming in, "What's the sales department good for?"

This, of course, is somewhat of an exaggeration, but it might prove more accurate than one generally may think. Let the FRB index of production go down 20 or 30 points . . . then watch.

Let's look back over the years and see what was happening prior to the war. Continuously for a period of more than half a century an ever-increasing share of the sales dollar had been going for sales and distribution expenses. Then the war came along and knocked the whole thing

### Chart Above

This Ford, Bacon & Davis chart illustrates, under today's costs, the high break-even point of a typical company.

into a cocked hat. Remember, the war is now over.

If peace continues—and we all hope it will—there is reason to believe that the old trend will resume; that production costs will be lowered and—inevitably—the expense of building sales volume will become larger and larger. It's an old, old story. Mass distribution makes mass production possible; mass production pushes manufacturing costs down; lower costs make wider distribution possible. We might well claim that mass production starts a chain reaction, to borrow a phrase from our new atomic world.

Cannot our salesmen and marketing men, then, claim a share in the credit for all this?

If you will look around, you are pretty sure to run across some people, generally theoretically minded and inexperienced in practical business, who will suggest that industry drop advertising and pass the "savings" along to the consumer. I wonder how many of these people have given time to studying the effect of sales volume on costs.

The sales management of any company is in a rather peculiar position in that the better it does its job—the more it *increases* the sales volume—the *lower* will be the production man's cost and the *higher* will be the sales cost in relation to production costs.

Transition from a sellers' to a buyers' market emphasizes that sales management must have a plan. A cost squeeze is certain to come. We have to face the problem. Allis-Chalmers has made preparations for the return of the competitive market.

### Industrial Costs Lower

Distribution and selling expenses in the industrial equipment field are substantially lower than for consumer goods, both durables and non-durables. No doubt many of the things we have done and are doing were accomplished long ago by manufacturers serving the consumer market.

We are manufacturers of industrial equipment. We have had no hesitancy in borrowing successful techniques employed by manufacturers in the consumer field, and if distribution costs are higher for consumer goods manufacturers, production costs are higher for industrial manufacturers. Therefore we are not only interested in our administration of sales and distribution to do the most efficient job possible within that area, but also to do the kind of job that will bring manufacturing expense down.

Our sales program is made up of these basic steps:

1. We are establishing a number of regional headquarters to decentralize sales administration. Each will perform most of the functions previously accomplished from company headquarters. This action will bring our engineering, warehousing, repair services, and such clerical work as credits, collections, etc., closer to our customers.

2. Our dealer program is being expanded to better merchandise such small stock apparatus as motors, pumps, and electrical controls.

3. Our sales personnel is being increased and we are continuously developing and expanding our training programs to develop new and better salesmen.

4. We are developing a warehousing program which will allow us to compete more favorably in the sale of small equipment.

5. We are working out a continued and expanded program for product and process design, and engineering, to provide better products for our sales organization to sell.

### Planned Program

Our program is not the result of any new, spur-of-the-moment thinking. The war had scarcely gotten under way when we decided that it was not only necessary to produce war equipment to the greatest extent possible, but also that we should begin, right then, to make plans for resumption of peacetime operations. Considerable attention was given, even then, to sales problems and improvement of our selling effectiveness. This planning was continued through the war, and now during peacetime many steps have been taken to put it into effect.

At Allis-Chalmers we have two major divisions: The Tractor Division produces farm equipment, tractors and industrial tractors which are sold through agricultural and industrial dealers. Our General Machinery Division produces power equipment including hydraulic and steam turbines, motors and generators, transformers and switchgear; basic processing equipment such as cement mills, saw mills, flour mills; general apparatus, such as motors, pumps, control and power transmission equipment.

What we have to say here is concerned entirely with the General Machinery Division. The equipment of this division is sold in the main through field sales offices and by individual salesmen who call on company customers. It is also sold through direct dealers. We have 65

district offices, each employing from one to 25 salesmen and several hundred dealers. We have more than 20 basic lines of products, and each product breaks down into many individual items. The buyers are principally electric utilities, manufacturers, mines, and governmental units.

We have carried out our planning step by step: (1) Through a thorough market analysis. (2) Costs, we decided, are a part of our sales and distribution expense and we have established methods to accumulate these costs. (3) We established standards for judging distribution and sales costs and sales performance. (4) We took into account the fact that we, the sales department, should do everything we could in our planning and in our selling to help the production departments reduce manufacturing costs.

We believe that this is the most important program that we have ever undertaken in our sales organization and we are confident that because of it, when a highly competitive market returns, we will be prepared to meet it. In this work we have made exhaustive studies under these headings: Market Analysis, Sales Analysis, Market Research, Costs of Distribution and Sales, Establishing Standards, Sales Expense Ratio, Sales Quotas, Sales to Industry, Important Customers, Dealer Sales, Other Measures.

For better understanding, it may be well to comment briefly on each of the subjects:

**Sales Analysis:** We analyzed our past sales over a four-year period. This information was organized on the basis of customers, industries, method of sales, and territory. We established a sales analysis system which would provide current information. We use—IBM punch-card accounting machines to give us as elaborate or as simple reports as we need. Sales analysis information has played a big part in development of our sales plans. Since we manufacture a wide range of products, many of which have to be custom engineered, we have a serious problem.

The cost of paper work is cause for concern to many companies. It became evident that some of our orders were unprofitable just on the cost of handling, even before manufacturing costs. We made two separate studies, one on cost of processing orders, the other on how many orders there were. Results were disturbing—so much so that we decided to expand our dealer organization to handle the major portion of the sale of small apparatus. This program

alone will effect savings sufficient to support market research for years. Our sales analysis developed facts, previously only suspected, with such force that action was taken.

**Market Research:** We serve a large number of customers. We wanted to know a lot about them—their buying habits, their need of technical improvements, the effect of business cycles on their purchasing, their geographical location. Our main information sources were figures from the industries themselves and from the Government. In the lumber field, for example, we drew a map showing the source of lumber of all kinds and sorts by counties. Then we drew another map showing to which counties it was shipped, the consuming counties. We worked out similar statistics for other industries.

We also have done much research on customers' preferences, their ideas of our products, and their needs for new products. One of the methods used is a direct mail survey of an industry by questionnaire, prepared by our research people. We anticipated cooperation, but are surprised to find that customer response is as complete as 70% in replying to the questionnaires—and we get real facts.

### Creates New Demand

Here is how such a study worked in the flour mill industry, for example: Allis-Chalmers has enjoyed for 100 years a position of leadership in the manufacture of equipment for flour milling, since mill stones happened to be the company's first product. At the time the survey was contemplated this leadership was reflected in as big a backlog of orders as could be claimed for any other of our product lines in the post-war period when production of peacetime equipment was fully resumed.

Yet, we weren't satisfied to continue to turn out the same product designs, because we knew that sooner or later competition would seriously challenge our leadership if we didn't do a better job of serving this industry. Moreover, remarkably long life has been a characteristic of flour mill machinery, and without any real design changes for many years past, there was evidently no particular incentive for operators to make any wholesale replacements. Obviously, there was much more of a potential for us here than we were realizing.

In brief then, our questionnaire survey was aimed at finding out what this industry needed and wanted. When we summarized the report, we were convinced that we had a real

opportunity to do something for the milling industry, and at the same time to provide an even flow of future business. Based on this survey, we developed a line of products which much more closely fits these customer needs and wants, with the result that our goods are easier to sell and, in the long run, less expensive to market.

### Costs of Distribution and Sales:

Sales analysis and market research, discussed above, was only one step in the development of our program. From this research we learned three things: what we could do, what we had to do, how we should go about it. Also, we had to prepare our management for higher selling costs. We wanted to measure the effectiveness of each part of the program on a cost basis. We had no clear idea of what we should classify as selling and distribution costs.

We naturally classified our direct field selling expenses as selling costs. Previously we had buried the rest in the profit-and-loss statements of our individual product departments. Distinctions between sales, distribution, engineering, and manufacturing costs were vague. When the costs of operating a field warehouse were spread among four or five different product departments, for example, economical operations were not likely to result. As a result of this research, we had to decide what costs should be considered a part of sales and distribution expenses.

### Sales Expenses

After long investigation and discussion we arrived at the following: Salaries of salesmen, district office managers, clerical personnel in the field, and other costs of district offices; administrative and sales promotion and advertising; warehousing and inter-warehouse transportation expense; credits and collections, and freight, were to be considered as sales and distribution expenses.

This made necessary operating budgets and statements for individual warehouses and districts on sales expenses, sales quotas, sales potentials, and product sales. We agreed that if we were to measure a district's performance by its sales expense ratio we should not penalize it because of geographical location, and this meant that we could not charge freight against individual districts.

**Standards:** We began to feel very early in our program that we would have to establish standards. Under our system we had two con-

trols. One is sales performance in a given territory or product. The other is cost. We found that it was as important to know what should be done as what had been done. Here are some of the steps we have taken:

We established standards for sales expense ratios because, to measure a district's efficiency, it is important to know how many sales it gets for each dollar of operating expense. Our sales vary widely from year to year. The sales problem varies from office to office, depending on potential, density of customers, number of large customers, and other factors.

Because of the nature of our business, the problem of a sales quota is difficult. We sell to a relatively small number of customers and, by the same token, the unit price of a sale is often high. Sales do not repeat as they do in a grocery store. When we sell a company it may stay sold for a long time. We have found it good practice to get the men in the field and the district managers to estimate their future sales and, to a considerable degree, work from there. It helps us to protect our anticipated sales nationally. However, we encourage each district to sell the whole range of our products and we want to make sure that each product keeps its competitive strength.

### Careful Check

We check carefully, keeping records, to see that we maintain or improve our position in each and every industry we serve. In this way we set goals and measure our sales against our past performances and the performances of our competitors. Because a small number of customers loom very importantly, we watch their purchases closely. We are keenly interested in dealer expansion. Quotas are set in each territory for dealer sales. We check all dealers for performance.

Up to the time of these studies many of our products were manufactured only on special order. A large number of these, we now find, can be built for stock. Unit investment is high, therefore we must control them carefully, yet there is saving because we can produce them in quantities. It means additional effort and some additional expense in selling operations, but the over-all gain to the company is very worth while.

In the years immediately ahead it is apparent that sales management will face a big job in maintaining the sales volume of recent years. A rate of annual net sales of over \$200 million, such as Allis-Chalmers billed in both of its major divisions in 1947, defines our job in no uncertain terms.





Guy Gillette

**THINGS IN COMMON . . .** the best reason of all drew Blaine and Harriette Wiley together—mutual interests. When they met, Harriette was headquarters secretary of the N.I.A.A., he was a very-active member. She gave up her job to marry him but the activities of N.I.A.A. were always close to her heart. Now, after five years as sales promotion manager for various of the McGraw-Hill publications, Blaine has gone back to N.I.A.A. He's its new executive secretary of the organization. Wiley will coordinate the 27 vigorous chapters which have a total of 3,200 members, put into effect some of the ideas he's long cherished. He remembers the days when the Association was a weak, rudderless group, with a handful of members and scattered interests. He's proud to have been close to its roots, wants to have a hand in its future. One of the things which pleases him: The new president will be elected from the non-salaried membership. It's a good start.

**THE BASES ARE LOADED . . .** for Charles Sawyer (see cover), a Cincinnati lawyer with a penchant for baseball and a grandstand seat now in a far more vital game. He's the new Secretary of Commerce. Secretary Sawyer raised a family of five and earned a comfortable fortune at law. He relinquished his active business connections—ownership of Stations WING, Dayton, and WIZE, Springfield, Ohio, and the *Lancaster Eagle-Gazette*—to guide the destinies of the Commerce Department. He's been a member of the Democratic National Committee from '36 to '44 and Lt. Governor of Ohio in '33 and '34. For variety, he was attorney for the Cincinnati Reds, still holds a box at Crosley Field. In 1944 President Roosevelt appointed him Ambassador to Belgium, with additional duties as Ambassador to Luxembourg. He's warned against "going soft" toward Germany.



SALES MANAGEMENT

**FARM BOY . . .** but farm boy who made good . . . he's M. E. Coyle, quiet, camera-shy executive vice-president and director of General Motors. Beneath his reserve is a boundless belief in Free Enterprise and The American Way. Touch those mainsprings and he's full of words—good words, words that make sense. He said some of them when recently he was awarded the 1948 Parlin Memorial Award by the Philadelphia Chapter of The American Marketing Association. The speech he made on that occasion "The Manufacturer's Responsibility," has been widely quoted for its horse sense, its belief in America's future. Coyle is an Indiana farm product. He went to General Motors three years after high school, fought his way up Chevrolet's ladder to the general managership—a post he held for 13 years. But his biggest job was the conversion and re-conversion activities of Chevrolet before and after World War II. His most telling argument for The American Way—Himself, and hundreds more.



## They're In The News

BY HARRY WOODWARD, JR.

**THE PRE-FAB DREAM CASTLE . . .** is no dream, thanks to Carl G. Strandlund. This year he'll build 15,000 of his Lustron houses; porcelain enamel, all-steel, complete to the last built-in unit. In '49 he aims for a production of 45,000. The price: at least \$2,500 less than any comparable house of five rooms boasting such equipment. To promote his houses Strandlund took two full-pages in *Life*, first time a house has been thus advertised. His inventive touches have been felt before. He was vice-president and general manager of The Chicago Vitreous Enamel Product Co.; fully 100 farm machinery improvements came from his ingenuity. During the war he managed to cut processing time for tank armor from 14 hours to eight seconds! He's putting assembly line techniques to work on the Nation's biggest problem—housing. The assembly line, he vows, can win the housing day just as it won the war. He's out to prove it.



# Co-Ops Pay Fair Share of Taxes ? Let's Look at the Record

BY ARTHUR J. SMABY

General Manager, Midland Cooperative Wholesale, Minneapolis, Minn.

"The tax status of the various kinds of cooperatives differs only with reference to income taxes."—Arthur J. Smaby.



When A points an accusing finger at B and, in a loud voice, screams, "Stop thief!" it is quite natural for C, D, E and F, innocent bystanders, to believe that B is, in fact, a thief.

When the National Tax Equality Association and others point an accusing finger at cooperatives and, in a loud voice, scream, "Stop those tax dodgers!" it is quite natural for bystanding listeners to leap to the conclusion that co-ops are, in fact, tax dodgers.

But before we leap, let's have a look. And first, let's review some facts and figures about cooperatives.

Why are co-ops, anyway? Co-ops are because farmers had to have them to stay in business. Without his co-op, a farmer, in his buying and selling operations, has one hand tied behind his back. Acting alone, he must deal with organizations bigger and more powerful than he is. And, acting alone, he must buy at retail and sell at wholesale.

That is why farmers had to have cooperatives; it is why they still have to have them.

The stories of cooperatives in community after community are filled with cases of remarkable and sudden reductions in prices of farm supplies and equally sudden increases in prices paid to the farmer for his products. As co-op creameries sprang up, the

price paid for butterfat went up; as oil co-ops came on the scene, the price the farmer paid for his tractor fuel went down. And so on.

For reasons similar to those which motivated the farmer, it is fairly easy too to see why many city people have to have cooperatives. It is all pretty much a matter of trying to make a better living.

## Who Belongs?

In this country there are, according to Government figures, approximately 10,500 farm cooperatives and 3,000 non-farm cooperatives. One of every three farmers is, it is estimated, a member of at least one cooperative. The total farm cooperative business is, again according to Government figures, about \$6 billion a year. Non-farm cooperatives, with about 2,500,000 members, do a business of \$1 billion a year.

It should be obvious from these figures that, in relation of the total United States economy, cooperatives are still rather small potatoes. Frequently, National Tax Equality Association (NTEA) leaders lump cooperative business with Government business and other forms of non-profit business in order to arrive at some elephantine figure calculated to frighten the small businessman (and even some big ones) out of his

wits. But this is a common propagandistic device which is easily X-rayed and detected.

The tax status of the various kinds of cooperatives differs only with reference to income taxes. Otherwise, all co-ops pay all the taxes that any other form of business pays.

As to income taxes, the Congress and most of the states have provided that if farm cooperatives (either marketing or purchasing) meet certain requirements they may qualify for across-the-board exemption from income tax.

Such action was taken primarily because it was recognized (1) that cooperatives could be and are of great service to the farmer; (2) that what helps the farmer also helps the community where he does his buying and selling; (3) that this in turn helps the entire country.

It is significant, however, that only 53% of all farm cooperatives have bothered to comply with exemption requirements. These requirements are: The cooperative must do at least 85% of its business with farmers; it must be substantially owned by farmers; it must do at least 50% of its business with members; it must not pay more than 8% dividends on capital stock; it must distribute or allocate savings accord-

(Continued on page 106)



# Equal Business Taxes for All?

## Sure, but I Say They Aren't Equal Now

BY GARNER M. LESTER

President, National Tax Equality Association

"All of us must recognize that co-ops should pay taxes on the same scale and under the same rule as all other businesses must pay."—Garner M. Lester.



At the outset, may I make it completely clear that my entire purpose in this discussion is to draw attention to and to ask correction of certain gross inequalities in our tax laws. This topic is plain sense—for we are examining the vital issue of whether or not co-ops should be required to pay Federal income taxes on the same basis and in the same figure that their competitors in private business are required to pay. I am confident you will agree that this issue is of the utmost importance if the American economy, as we know it, is to survive.

Hearings on this issue were conducted by the Ways and Means Committee of the House of Representatives last November, and Lovell H. Parker, formerly Chief of Staff of the Joint Committee on Internal Revenue Taxation, presented to that Committee an estimate of co-op business which is a challenge to every thoughtful citizen. Said Mr. Parker: "I estimate that the gross volume of business income in the United States which was not subject to income tax amounted to at least \$11,571,000,000 for the calendar year 1945." Mr. Parker declared that "The revenue loss in the next five years probably will be approximately \$2,000,000,000."

This is not just a statistic. This is an example of how the coopera-

tives, tax-exempt as they are, have grown to a tremendous dimension at your expense.

All co-op spokesmen resort to the double-talk that co-ops should somehow remain tax exempt because the individual member has a contract with his co-op corporation requiring that corporation to give him a complete share of his profits in the operations of the business.

### Aids Expansion

This question of tax favoritism for co-ops irritates leaders of co-op corporations to a remarkable degree, because it is a fact that complete or partial exemption from income taxes has given the cooperatives a velocity of expansion which scarcely can be measured.

Alone among all firms and corporations, the co-ops have been able to use their earnings to expand without paying taxes on the new monies they put into their businesses. It is not true that all co-ops dodge all income taxes, but it is true that in almost each instance they pay less tax than any individual or corporation for profit pays on the same earnings. They do this because the tax laws and the regulations of the Treasury allow this favor.

The exempt co-op has complete exemption from taxation on earnings distributed to members in either stock

dividends or retained in reserves, if the reserves are "reasonable"—and I know of no instance where such reserves have been declared unreasonable.

Inasmuch as there are many advantages for co-ops to call themselves non-exempt, we have had recent examples of co-ops pretending that their existence as non-exempts places them in an exactly equal competitive position with other firms and corporations. This is a deceit—for the administrative rulings of the Bureau of Internal Revenue grant them practically a complete exemption. This is due to the fact that in theory co-ops are allowed to maintain that they do not have profits, but only earnings.

So when the co-ops distribute these profits without paying taxes on them to members in proportion to the business that the members do with them, the theory is that such a patronage dividend is merely a form of a deferred saving.

The co-op management can give their members credit for this patronage dividend on the co-op books and keep the money, and with this money we have seen the greatest expansion in co-op enterprises in all history. With these no-tax profits, the co-ops have purchased oil refineries, packing houses, farm implement factories, and have entered every line of enterprise

in our economy.

This tax exemption and these tax-dodging techniques are not only unsound, but they are dishonest. Certainly all of us must recognize that co-ops should pay taxes on the same scale and under the same rule as all other businesses must pay.

We do not maintain a quarrel with co-op prosperity. The co-ops have the privilege and the right to compete in a free competitive system, but certainly their special privileges should be cancelled. No nation can endure under a mixed economy, and individual businesses required to pay from 21% to 38% of the year's profits in taxes to the Federal Government should make their position clear and do it now.

Those of you who have studied economics will recall the three principal theories of economics had their birth in the decade of a century ago. One hundred years ago, John Stuart Mill was completing his monumental *Principles of Political Economy*. One hundred years ago, Karl Marx was formulating his *Communist Manifesto*. And one hundred years ago, the flannel weavers of Rochdale inaugurated their theory of cooperation as a new and different method of doing business.

### Struggle for Supremacy

All three of these systems are still in operation, and all three are stronger today than they have ever been in the past, but it is also apparent that there is developing among them, throughout the world, a struggle for supremacy and survival.

But mark this: That while there is no slightest point of agreement between John Stuart Mill's conservative system of free enterprise of entrepreneurs and Karl Marx's radical system of statism, the cooperative movement has quietly and insidiously insinuated itself into the good graces and governmental support of both the others.

Today in America we find cooperation vigorously proclaiming itself to be an integral part of the free-enterprise system of democracy; in England we see the same cooperation as the hand-maiden of the dominant Socialist Labor Government; in Soviet Russia we discover the identical sort of cooperation as the willingly controlled creature of the Communist Party itself.

How did this giant cooperative movement get under way? A brief bit of history is in point. Cooperation which first succeeded in the United States was farmer cooperation—growers sold their milk, their

crops and their hogs altogether instead of individually.

By 1913, when the income tax amendment became a part of our Constitution as the 16th Amendment, farmer cooperation of this kind had been established in many states. Congress, mindful of the marginal aspects of agriculture, was easily persuaded that it would help the farmer if his cooperative association were exempted from income tax.

The first specific law was passed in 1916 and provided merely that "farmers, fruit growers and like associations, organized and operated as a sales agent" for members should not be required to pay income tax on earnings. Taxpayers raised no objection. The income tax rate was low, cooperation was little business and farmers needed help.

### Further Privileges

During the next decade, however, the provisions of income tax exemption for co-ops was quietly but consistently broadened. Purchasing co-ops, as well as marketing co-ops, were permitted to escape taxation. Cooperatives were allowed and encouraged to become corporations, a device which protects members from personal liability. They were permitted to build up "reasonable" resources, yet with no definition of what "reasonable" might be. They were permitted to act as principals, to do business with non-members as well as with members, and to engage in financial operations. Then came other laws exempting the farm co-ops from prosecution under the anti-trust laws; permitting them to give refunds and discounts; extending especially favorable Government credit facilities to them; permitting them to issue securities without reference to the securities and exchange commission, and favoring them in other ways over and above the taxpayers with whom they were in competition.

These special privileges and exemptions were specifically reserved to farmer cooperatives, and though the Federal law does not say so it is evident that Congress intended such co-ops to be made up of what a presently proposed Kansas state law calls "natural persons." No exemption has ever been written for wholesale cooperatives whose members are not individual farmers but local cooperatives; no exemption has been provided for manufacturing cooperatives whose members are wholesale co-ops; and no mention at all has been made in the law of city consumer co-ops, labor producer co-ops, housing co-ops, theater co-ops, fu-

neral co-ops, insurance co-ops, banking co-ops, medical co-ops, recreation co-ops, and such an international co-op as was set up not long ago at a meeting in Zurich, Switzerland. Yet all of these miscellaneous co-ops stores now escape either all, or substantially all, of the income tax that they should be required to pay to the Federal Government.

With a generosity that it extends to no other taxpayer, the Treasury accepts, and has accepted, the curious claim that a cooperative corporation is the true agent of its members; that as an agent it is not taxable; that patronage dividends are no more than the addition to the price paid for the products and refunds of overpayments made to purchasing co-ops; that a cooperative has no taxable ownership of the earnings that it makes. More than this, the Treasury background for legal tax-dodging has been expanded to cover all kinds, shapes and sizes of members—little and multi-million dollar big ones; wholly exempt and non-exempt farm co-ops; city co-op hardware stores, and it has caused former taxpayers to change to a co-op status for the sole purpose of avoiding income taxes and subsidiary and sub-subsidiaries.

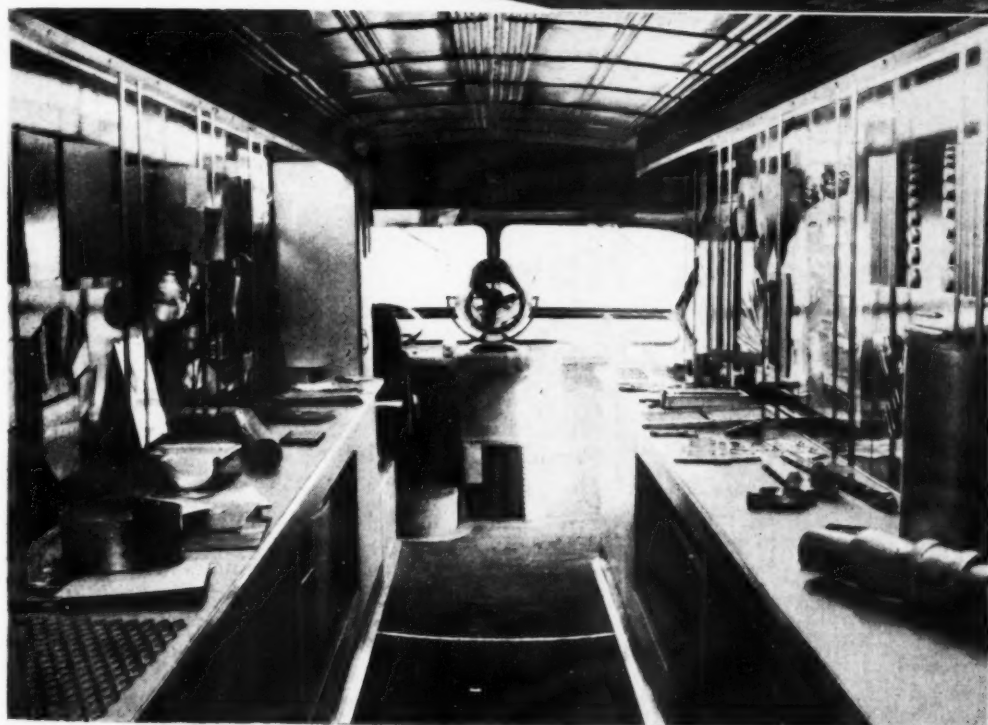
### Result: Loss of Tax Revenue

The economical results of this wide-spread income tax freedom are two-fold: First, other companies—corporations, partnerships and individual proprietorships—which have found no legal way of avoiding their share of the national tax burden, are put to an unfair competition. Second, the Federal Treasury loses millions of dollars of tax revenue. You will perhaps hear it said that only about 50% of farm co-ops—those that comply in full with the terms of Congress—are actually tax-exempt. You will hear it said that all others, the non-exempt farmer co-ops, the city consumer co-ops and Walter Reuther's CIO co-op super-markets, pay taxes at the regular corporate rates.

This statement is a red herring, for while it is technically correct for some of these co-ops to say that they pay income taxes, they do not mean what the rest of us mean when we make that statement. Let me illustrate by a concrete example:

Midland Cooperative Wholesale of Minneapolis, a non-exempt co-op, made profits of \$837,984 on sales of \$10,176,462 in 1944. On that amount of earnings a taxpaying corporation would have paid \$544,689 to Uncle Sam, at the average wartime corporate rate of 65%. Midland paid, according to its own

(Continued on page 110)



**ROLLING SALES ROOM:** Reynolds Metals Co. has gathered a whole series of related industrial uses of aluminum for display in this 48-passenger Twin-Coach bus. This 35-foot long coach has indirect lighting from its own power plant as well as facilities to present motion pictures.

**NUTS & BOLTS VIEW:** In one compact unit, engineers and purchasing agents get an easy, quick survey of new industrial uses for aluminum in this Reynolds display coach.

## How to Take Your Industrial Sales Story to Buyers

A \$45,000 display coach hit the road May 15 to take the story of aluminum's successful invasion of the oil industry to the oil people for Reynolds Metals Co., Louisville, Ky.

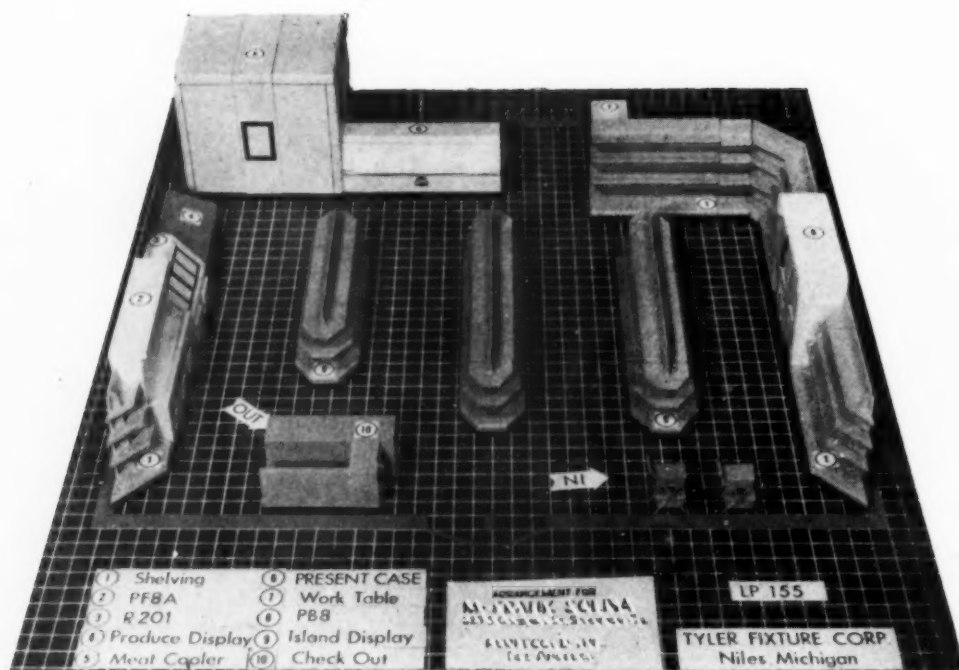
Making its first stop at the Silver Anniversary International Petroleum Exposition in Tulsa, Okla., May 15-22, the Reynolds display coach carries a series of panels showing the complete story of aluminum from the raw ore to the completed end product.

Why does Reynolds believe it profitable to send this coach around the country extolling the merits of alu-

minum for industry? According to David P. Reynolds, vice-president, the factors responsible for the increased use of aluminum by industry are not as well known as they should be. Instead of waiting for engineers to discover the merits of aluminum for new products, Reynolds is taking the aluminum story to users.

In addition to samples of aluminum for industrial uses, the Reynolds display coach carries cost studies comparing the cost of aluminum with the cost of steel. Here again the idea is to communicate buying information quickly and with impact.





## Models Take Hem & Haw Out of Selling Store Designs

Based on an interview with **ROBERT L. TYLER** • President, Tyler Fixture Corp.

A prospect's query, "but what will it look like?" throws a monkey wrench into many a sale being made from the clutter of blueprints. Tyler Fixture speeds up big money sales by demonstrating its layouts with miniature models.

Tyler Fixture Corp., Niles, Mich., have been doing research for 20 years to find the simplest, easiest and most effective way to merchandise its products. Its factories in Niles, in Cobleskill, N. Y., and Waxahachie, Tex., manufacture an extensive line of equipment for retail food stores, meat markets, hotels, restaurants, bakeries, florists, etc. The line includes refrigerators and display cases for meats, dairy products, frozen foods, fruits and vegetables; metal shelving for mass displays; open self-service type refrigerated display cases; Dry-Kold beverage coolers; freezers for the home and farm.

The company merchandises through some 250 distributors who cover the Nation. Naturally the "big order" is much sought after. To get a big order the company likes to be in on the ground floor

when a store or market is to be built or remodeled.

"For years we worked with blueprints, making complete layouts and supplying plans," says President Robert L. Tyler, "however, there are drawbacks to this system. Very few businessmen can read blueprints, or envision what a complete job will look like from a blueprint. We felt for a long time that the blueprint lacked the vital spark needed to convince the buyer and clinch the sale. Finally, a couple of years ago, we came up with something better. This was table-top planning to scale, using miniature models of fixtures. The idea works—amazingly."

The manner in which the Tyler Store Planning Department operates is very simple. When a distributor's salesman bird-dogs a new store that is about to be built or remodeled,

he records over-all measurements, location of windows, doors, and any inside pillars or permanent obstructions. The measurements are reduced in rough form, on a graph-paper questionnaire, which for uniformity is supplied by the Tyler company.

Tyler store-planning experts work on a planning table which is ruled off in squares, a half-inch to the foot. Referring to the salesman's data, they use masking tape to indicate outer walls of the store, and locations for all doors, windows, etc., are carefully noted. For a remodeling job, required data includes past dollar sales because, from this, planners can project the increased traffic that modernizing will bring to the store and prepare for effective selling. If it is to be a new store, an estimate of the expected volume of sale is needed.

With this data and additional information on the type of operations—that is, the anticipated percentage of meats, dairy products, vegetables, packaged foods, canned goods, bottled goods, frozen foods, and so on—the store planning specialist goes to work. He has at his command a complete set of 300 plaster miniatures built to scale representing some 60

different items of equipment. He may use all or any part of them depending on the size of the store.

By moving the miniatures about like chess pieces, the working layout falls into place. The entrance path, the traffic routes through the store, the exits—all come into vision. The position and number of cashiers' stations needed to take care of the flow are more easily judged.

In making the layouts, equipment is identified by key numbers, for instance: 1 may denote the bakery department; 2 the coffee department; 3 the meat cooler; 4 the produce cooler; 5 shelving, etc. Small paper arrows can be pasted on the floor of the layout to indicate customer traffic flow. Island displays, the office, every detail, can be integrated into the setup.

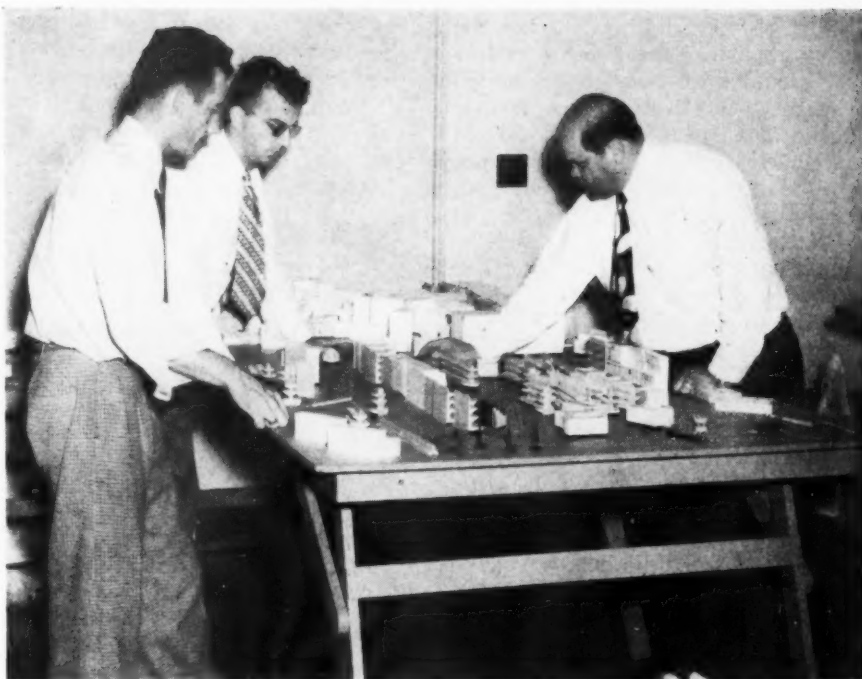
When all of the fixtures and units of equipment are properly apportioned and in their right locations, and after the setup has been inspected and OK'd by the head of the store planning department, a camera is wheeled up. Bird's-eye photographs are made. Glossy prints, size 8 by 10 inches, are prepared. The minimum is four, two for the distributor, one for the Tyler fieldman, and one for the permanent Tyler file. Of his two, the distributor gives one to the customer.

In early April, 81 of the Tyler distributors had been supplied with complete sets of the miniatures, including the graphed planning table. Others are getting them as fast as they can be supplied by Dennis C. Locke, Chicago, the maker. The distributor pays \$170 for the set, but that is only a part of the cost to the Tyler Corp.

Where the distributor is equipped to do so, he immediately duplicates the store layout from the photograph and invites the prospect in to see it. The prospect may, if he likes, start from the Tyler layout and move or shift the pieces as he sees fit.

Almost every store operator planning a new store or a remodeling job reacts to the miniatures much like a small boy with his first electric train. He is likely to spend hours putting and fiddling with the pieces. The miniature takes hold of his imagination as no blueprint ever could. In his imagination he "sees" the store as it will look when finished. He gets to feel an ownership. Any psychologist will tell you that there's a lot of reality in what has come to be called "finger-tip selling."

Psychology carries the sale one step farther. The prospect, moving the miniatures around, feels that he is taking part in the planning, even



**TAKES PAIN OUT OF BIG MONEY PURCHASE:** Table-top planning to scale, using miniature plastic models of fixtures, gives the prospect confidence that he is securing, in advance of any cash outlay, the best possible combination for his investment. Models provide the spark to convince the buyer and clinch the sale.

**STORE LAYOUT BIRTH PANGS:** Armed with complete details on the needs and desires of the store owner, the Tyler Fixture salesman works with his engineers to lay out an efficient store, photograph it, and return to the prospect with a finished presentation, "Here's Your Plan for Profit." It contains a complete layout.



though he may end up with all the pieces just where the Tyler specialists had placed them in the beginning. Anyway, it is harder to turn down a proposition after you've worked on it yourself. In this manner the use of miniatures makes the sale more certain, and at the same time speeds up decision, makes planning for increased sales and profit more effective.

How highly the distributors value the miniatures, once they have used them, is shown in a letter recently received by the Tyler Store Planning Department. A distributor wrote:

"The manager of the store planning department of the Blank Grocery chain, which is soon to open a large number of super markets, is anxious to buy my table and miniatures. I'm very anxious to co-operate with him, but must be assured that I can get another set promptly. I wouldn't sell my set for \$500 unless I were guaranteed that it can be replaced immediately."

Seeing an opportunity for a set of miniatures to work to the advantage of the Tyler Corp. on its own, the distributor was promised quick replacement, and the deal was made.

A Peoria, Ill., food merchandiser, Ben Schwartz, who was planning a large market, hopped into an airplane one day and flew to Niles. He said, "I've heard about your miniature set-up for stores. Show me how the thing works."

Provided with the table and miniatures, he immediately set to work and enthusiastically laid out his own

store, with some suggestions from the department head. Tyler executives had a lot of fun out of this deal, photographing him in action and giving him pictures as souvenirs. The deal was closed.

When the idea of using a lined table was first conceived, search was started to find one already made. When this failed, the company decided to have them specially manufactured. To line each table individually would be a long and costly job. The problem was solved through use of the silk-screen process. A master screen was made, and reproductions followed at no great expense. Each table top is ruled off with 96 squares the short way and 192 the long way. Each square, one-half inch in size, represents one square foot of floor space.

### Simple and Flexible

Thus, using masking tape, any size floor layout up to 96 by 192 feet can be marked on the table top. If outside walls happen to be at an angle, dimensions can be quickly indicated without resorting to higher mathematics. The whole thing is simplicity itself.

The Tyler Fixture Corp. began to experiment with miniatures as far back as 1938. The first were hand-made models formed out of steel. These were found to be slow and too costly. The present plastic models are produced economically in quantities, and are better because with color an integral part of the mate-

rial, they do not have to be painted and repainted after use.

Between the time of the first steel models and the adoption of the plastic miniatures, various other materials were tried out. Some were made out of cardboard, but were found to be too flimsy. They lost shape, became ragged and dirty from use. Plastic can easily be kept bright and fresh by wiping.

"We have found through much experimentation and experience that to properly visualize a store setup to a prospective customer we need miniatures that look very much like the real product," says Mr. Tyler. "It is important too that they be made true to scale. We make a good product, and careless presentation would cheapen our line in the eyes of the buyer. We cannot afford a messy presentation. Every word, every step in the sales presentation must reflect quality and high standards. We cannot afford, as the orientals say, to lose face at any step when we are working for an installation."

When the store layout has been completed, the prospect is presented with a neat folder, 9 by 12 inches, titled, "Here's Your Plan for Profit." Inside is a pocket in which the prospect finds a personally addressed letter. Also included is detailed information about his store; location of door openings, ceiling heights, drainage and electric outlet locations; a photograph of his store interior as it will look, and on the back a message titled, "Six Basic Reasons Why to Select Tyler."

## Ray B. Prescott Retires As SM Director of Research



Ray B. Prescott, since 1929 Director of Research of Sales Management, retired from active duty effective May 1 but will continue to act as Research Consultant. A graduate engineer of the University of Michigan, he went into consulting work early in his business career and before joining Sales Management, served as consultant to the General Motors Corp. and to the advertising agency of McCann-Erickson, Inc. From 1929 to 1947 he was best known as the Research Editor of SM's annual Survey of Buying Power, which grew during that period from a modest beginning to what is a national institution. He pioneered in the estimating of income by states, counties and cities, and was the first to estimate retail sales by local civil units in non-census years. In 1946 he was a recipient of the special award of the New York Chapter of the American Marketing Association for "Contribution to the Science of Marketing." In the future he will devote his time largely to development of various automotive devices.



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## Who Pays for Telephone Expansion?

### INVESTORS DO

They invest in telephone bonds and stocks and we use the money to build new telephone facilities.

On the other hand, the money you pay us for telephone service is used for wages, taxes, depreciation and other operating costs.

So when you read about the millions of

dollars we are putting into our expansion program — or see a new building going up — it is good to be able to say:

"Thanks, Mr. and Mrs. Investor. Thanks for putting up so much money so we can have so much more and better telephone service."

That's the way it happens.

BELL TELEPHONE SYSTEM



MAY 20, 1948

# Don't Blame the Newspaper If Cooperative Advertising Falls Flat

When Dave Cathcart of Magnavox wrote (March 1 SM) "Newspapers Lose Millions In Unspent Co-op Ad Allowances," he stirred up the newspaper executives. They put the blame right back on the manufacturers' shoulders.

Cooperative advertising has been with us for several decades and despite the fact that hundreds, probably thousands, of smart brains have given a lot of solid thinking to the subject, it remains a source of controversy.

Sometimes it's the newspaper boys who are annoyed because they think that the manufacturer or his advertising agency is trying to chisel a local rate when he should be paying the higher national rate. Sometimes it's the retailer who feels that he is being asked to pay 50% of the cost for a very insignificant mention of his name. Sometimes it's the manufacturer who gets sore at the retailer who allegedly charges him one rate but actually pays the newspaper a much lower rate or who blames the newspaper because of what he considers too big a spread between local and general rates.

In the March 1 issue (p. 86) of

SM, J. David Cathcart, assistant to the executive vice-president, The Magnavox Co., Fort Wayne, Ind., pinned a good share of the blame on the newspapers because of the rate differential,—and newspaper executives reared back and let fly at him through letters to the Editor. An analysis of these letters shows that the following points are basic in the thinking of experienced newspaper men:

1. Retailers are buying, in effect, only the circulation that they can use; hence they are entitled to a lower rate than national advertisers who in theory are able to make use of every single bit of circulation.

2. Retailers earn their lower rate because they agree in advance to buy so much space or to run at stated intervals. In essence they are earning a quantity discount. Over the years, newspapers have come to depend on

so much quantity from retailers,—but over the same years newspapers have learned that it is impossible to forecast the volume from national advertisers.

3. National advertisers very frequently request merchandising services—and it has to be added to the cost of doing business. Most local advertisers have the information needed about their markets and do not force the newspaper to run up its selling costs.

4. After deducting advertising agency commissions, price discounts and payments to newspaper representatives, the return to the newspaper per line on national advertising is no higher than from local.

But let's allow some of the newspaper men to tell their own story.

## Are You a Commuter?

We'll give the floor first to James W. Egan, Jr., advertising director of *The Toledo Blade*, and past president of the Newspaper Advertising Executives Association. He draws an interesting parallel between commuter versus occasional railroad travelers and local advertisers versus national advertisers.

"You leave Grand Central to go to your home in Connecticut, selecting any one of many convenient trains. Once on the train you present a commuter's ticket in evidence of the fare paid for your ride. That commuter's ticket is issued to you and other commuters because the railroad knows from experience that you ride the same trains in about the same numbers almost every day. It is because of you and other regular commuters that the railroad company has those many convenient trains scheduled each day.

"Now, when I, no longer a New York commuter, come to your fair city and decide to visit you in your suburban home I go down to Grand Central, get on the same train, having purchased a ticket or paying cash fare, and I pay a substantially higher rate for that trip than you pay.

"Ah, I don't complain because the ride costs me more than it does you. The train is there for my convenience—that's the important thing—for me to use when and if I desire to use it. I realize the only reason it is there is because you and the other commuters make it possible for the company to operate it. That train



# SOUTHWESTERN FARMERS ALL WET?

## *Irrigation Proving Boon to Many Sections of Oklahoma and Texas*

Southwestern farmers are getting tired of waiting for it to rain at the right time. Snake dance rituals and dropping dry ice from the sky may be successful in some instances, but they aren't dependable. So, in Oklahoma and Texas they are doing something solid and practical about it.

They are making rain all right, but with irrigation systems. Some 1,000,000 acres in Oklahoma and Texas are being watered artificially by flood type and by overhead sprinkler systems.

In 1934, 300 wells in the South Plains area of Texas watered 3,500 acres. Now 5,500 wells supply water to 650,000 acres. Under irrigation, alfalfa yields in this region have been upped to seven tons per acre in five cuttings. On one farm, water as needed made 387 bales of hay and 1,200 pounds of seed from four acres of sweet clover.

Pasture irrigation has boosted the possibilities for native grasses. One west Texas farmer runs from three to three and a half animal units per acre from April to October, as a result of irrigation. Previously, pasture possibilities were practically exhausted by mid-summer.

In Oklahoma, irrigation is spreading along the Red River where



1,000,000 ACRES IN OKLAHOMA AND TEXAS ARE WATERED ARTIFICIALLY BY IRRIGATION

dependable and inexpensive water supply is available. Farmers here are installing pumps and spray systems. In the Altus area, the Austin irrigation project will supply water to 50,000 acres.

In the Oklahoma Panhandle region, many deep wells, former gas wells that paid for themselves in the fuel they

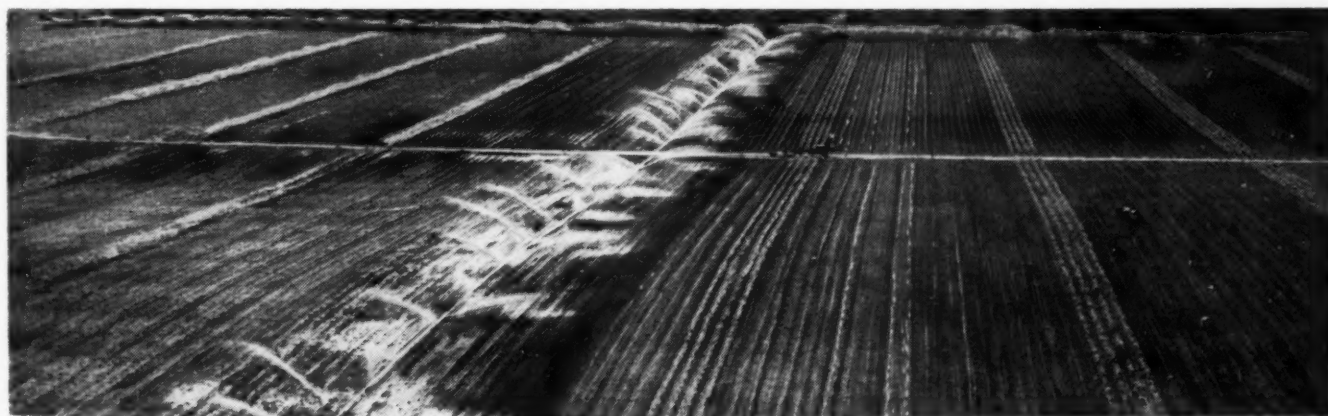
produced, are now being plugged back to make prolific water producers. The water supply here is almost cost-free.

In eastern Oklahoma, shallow wells and creeks and rivers are providing water for hundreds of acres of truck crops, cotton and alfalfa, with new systems being installed every month in the year.

All of this means that the market for deep and shallow well pumps, pipe and other irrigation supplies is big news along the farming fronts of Oklahoma and Texas.

*Luci Dinning*  
EDITOR

*There is a vast difference between wanting improved farm equipment and being able to buy it. In 1948, Oklahoma and Texas farmers are in a position to satisfy their every need. In 1947, their cash farm income stood at 43% and 42% respectively, and above 1946. For the U.S. as a whole the increase was 23%, based on a record income. Whether it's tractors, washing machines or irrigation systems, the Oklahoma-Texas area is a market to cultivate in '48.*



OVERHEAD SPRINKLER SYSTEMS ARE GROWING IN POPULARITY BECAUSE THEY CAN BE USED ON ROLLING OR TERRACED LAND WITHOUT BUILDING COSTLY DITCHES

## *The* FARMER-STOCKMAN

OKLAHOMA CITY... DALLAS

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS  
KLZ, DENVER (Under Affiliated Management)—REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

MAY 20, 1948



gets me where I want to be and at a very reasonable rate for the service rendered. So does newspaper advertising at General rates perform for the General advertisers.

"Maybe it would be a good idea, since such a large proportion of General advertising comes from New York, Philadelphia and Chicago where commuting is common, if newspapers made a deal with the railroads to print on all *single trip* tickets sold something like this—

'Look around you. Your neighbor is probably a commuter. He is paying less for this ride than you are. (Of course he rides every day.) Why don't you get mad and get off and walk or take a taxicab to Greenwich, Devon or Winnetka.?' "

### Justifies Concessions

Jay Egan brings out another point to justify price concessions to retail advertisers. He feels that retail store advertising causes more readers to buy a newspaper regularly than do any of the leading editorial features. "Publishers pay for features to attract and hold circulation, yet retail store advertising for which the publisher is paid attracts and holds more." The same cannot be said of general advertising because very little general advertising of specific products or companies appears regularly and readers would not know when to look for it. It is true that some general advertisers are learning more about the importance of continuity, thanks to Al Stanford and Ed Madden, but in general the housewife cannot look forward to finding a specific national advertisement, whereas in New York each day she knows that she will find a Macy page and in Chicago a Marshall Field page.

C. S. Mugge of Peoria Newspapers, Inc. challenges the Cathcart statement, "Newspapers forbid U. S. Manufacturers doing business direct, except at a premium."

"The manufacturer *does not* pay a premium, Mr. Cathcart. He pays for the newspaper's *total circulation*, which *he* can use, because he has distribution in the entire trading area. The dealer naturally (and rightfully) pays a lesser rate because he cannot use all of the newspaper's circulation. It is difficult for a dealer to sell a radio to a newspaper reader in Centerville (50 miles away) when the potential customer can go down to the corner store on Main Street and buy the same radio at the same price from his friend, Bill. To the manufacturer, the circulation in Cen-

terville is as valuable as the circulation in the city in which the newspaper is published. To the dealer, it is not.

"Mr. Cathcart's own statement, as follows, explains my point . . . 'frequently over 90% of the readers of a metropolitan daily are unlikely prospects for a (neighborhood) dealer.' By Mr. Cathcart's own admission (his 90% is too high), the dealer cannot use the newspaper's total circulation. Is it not therefore logical that the dealer should have a rate based on the approximate percent of the newspaper's circulation he can effectively use? Surely these factors justify a different rate for the dealer than the rate the manufacturer pays. However, the dealer's milline rate (for circulation he can use) may be higher than the manufacturer's milline rate for the circulation *he* can use.

"The 'Split Run' which was suggested as a partial solution will not help the local dealer to effectively use the circulation that is 50 miles away.

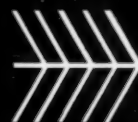
"Some newspapers 'zone' their circulation, that is sell advertisements for insertion in only part of their editions. This is not the solution because the 'change-over' is costly . . . the rural subscriber is unhappy because he wants a large newspaper with all of the advertisements in it and the manufacturer does not like 'zoned' circulation for his co-op advertisements."

### Dislike Generalities

Mr. Mugge brings out another extremely important deterrent to successful cooperative advertising. Many retailers dislike intensely the cooperative advertisements which are offered to them. Many are so general that the dealer would rather pay 100% of the cost and have his *own* advertisement featuring the product than to pay 50% of an advertisement that allows him scarcely enough room for his signature at the bottom,—and almost always it *is* at the bottom of the advertisement. He also pins some blame on manufacturer for failing to let newspapers know which dealers have cooperative advertising dollars to spend. If newspaper advertising executives were advised what the manufacturer's cooperative plan is and approximately how much money is available to be spent by specific local dealers, the ever hungry newspaper boys would make a supreme effort to see that all of that money is spent.

On the subject of how much *use* an advertiser, whether retail or national, can make of the total readers of a newspaper, Henry Doorly, pub-

# Again.



The Housewives' Protective League is broadcast—live and locally—by these great stations in these great markets:

Chicago: 50,000-watt WBBM  
Los Angeles: 50,000-watt KNX  
Minneapolis-St. Paul:  
50,000-watt WCCO  
New York: 50,000-watt WCBS  
San Francisco: 5,000-watt KQW  
St. Louis: 50,000-watt KMOX  
Washington, D.C.:  
50,000-watt WTOP

\* Next month—add the Pacific Northwest and Columbia's great 50,000-watt affiliate—KIRO, Seattle. Still more great stations in more great markets will be added later in the year.

For more information, get in touch with any of the stations carrying the programs, their national spot representatives, or . . .

## THE HOUSEWIVES' PROTECTIVE LEAGUE

A Division of CBS—  
Columbia Square, Los Angeles

in advertiser discovers

## THE HOUSEWIVES' PROTECTIVE LEAGUE

delivers more sales at less cost than any other  
participation program in all radio!

HUBER HOGE AND SONS *New York City #21*

ADVERTISING  
MERCHANDISING  
PUBLICITY \*\*

699 MADISON AVE. — REGENT 7-3500

February 17, 1948

Mr. Fletcher Wiley  
Housewives' Protective League Productions  
Columbia Broadcasting System, Inc.  
485 Madison Avenue  
New York, New York

Dear Fletcher:

I think I owe you a report of just what we have been doing on your various Housewives' Protective League shows.

Currently we are using every single one of your shows for various of our clients. In the mail-order business where every time purchase must show exactly how many dollars it has brought back, any schedule is a combination of some profitable and some unprofitable stations, times and programs. No client of ours would ever expect to have any more than a fairly good proportion of the total number of stations, programs, and times used pay off profitably.

Therefore, it is a remarkable fact that every single Housewives' Protective League program in the country is paying off. We have never before found a selling formula so precise that it could be counted on to work like a charm regardless of the area. This is even more impressive when we consider that we went on in San Francisco the second week your Housewives' Protective League went on the air; that we went on in Washington the second week and in Minneapolis the fourth week the Housewives' Protective League was on the air!

Paul Gibson has always been an old reliable for us and has always turned in a good job for us in Chicago. John Trent in Minneapolis which has always been a difficult place for us, secured orders for us in the first week at an advertising cost of 1/3 that of any other station in the U.S... When we bought Galen Drake we were a little concerned over the fact that for the first time a Housewives' Protective League show was going on at 11:30 to 12:30 at night, a time in which no other organization had ever dreamed of setting up a participation program before. Galen, as usual, did a terrific job! Lee Adams of St. Louis also turned in a fine job.

Not only have you people always got us a low cost per order, but also a higher calibre of order. Our big problem now is when are you going to start some more Housewives' Protective League shows for us! X

Very truly yours,

HUBER HOGE AND SONS

*Cecil C. Hoge*  
Cecil C. Hoge

CCH:LD

lisher of the *Omaha World-Herald* has some forceful thoughts.

"Our daily circulation has approximately a little over 95,000 in the city, 45,000 in what we call suburban, which is the retail trading area, and 92,000 outstate, a total of 233,000.

"Every one of these subscribers is a first class prospect for the national advertiser. It would be a considerable stretch of the imagination to say that the local advertiser, advertising his sales day by day, could hope to benefit similarly from the 137,000 outside the city. He must cash in on the

95,000 in the city, and he looks upon what he gets from the outstate as velvet.

"Not so with the national. The national gets just as good results from the outstate, which has been for a number of years quite well to do. And whether a man lives in Grand Island, or North Platte, or Omaha, the national ad in our paper gets one hundred percent potential value from all of these localities."

Sydney A. Lazarus, associate publisher of *The Bayonne Times*, says that the net return from general

advertising usually equals or is lower than the amount received from the local advertiser.

"Most newspapers receive their general advertising from agencies which charge the newspapers 15% and 2% for this advertising copy. Also most newspapers have National Representatives who represent these newspapers in obtaining copy for them. These representatives charge from 10 to 15% which the newspapers also have to pay, so when the final cash check-up is made, one general advertisement is reduced first by the 15 and 2% and then secondly by the 10 or 15% for the National Rep. The newspaper doesn't net what it gets from the local advertiser. A lot of your general advertising has been tempting to break down this middle man course by dealing directly with the local dealer in placing this copy and asking for local rates. This has been bitterly opposed by both the agencies and the National Representatives; in most cases it is liable to eventually put them out of business."

#### Common Policy

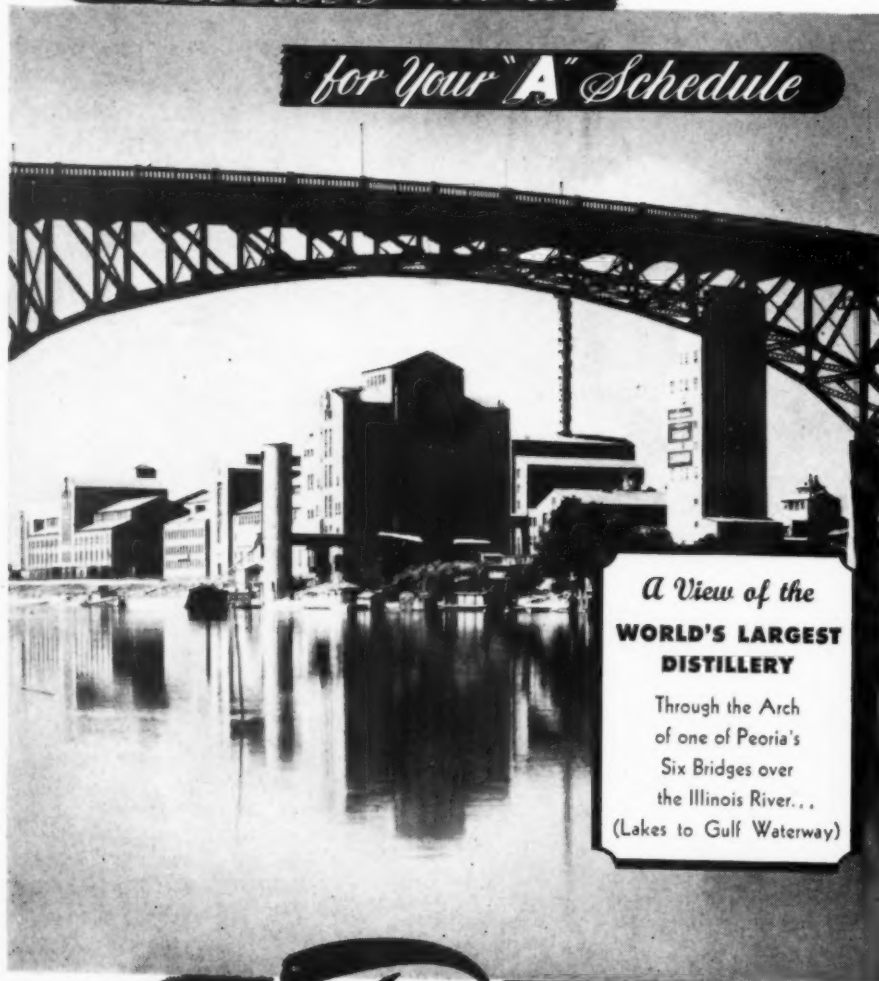
The problem of the dealers scheming to buy at the lowest possible local rate but charging the national advertiser at a much higher rate is something which is common throughout the country. From *The San Diego Union-Tribune-Sun*, Nelson Roberts, advertising director, writes:

"I wonder if in the final analysis Mr. Cathcart has taken into consideration another detrimental phase of this co-operative advertising. A dealer is allowed a certain sum to be spent in newspaper advertising, predicated on his sales on a specified product. He then signs the smallest retail advertising contract possible with his local newspaper, which in most cases calls for a higher rate than the general advertising rate; he then charges the manufacturer for the advertising at this high local rate, and pockets the difference in his actual earned rate as compared to the rate he is charging the manufacturer.

"The greatest argument in favor of passing this co-operative advertising dollar through their own recognized agency and channels on a straight general basis is emphasized by the fact that the average small retailer does not have the know-how nor advertising background to prepare advertising and place it where it will do both the retailer and the manufacturer the most good. In other words, I think that Mr. Cathcart will admit that a good agency cannot only time the copy better, but can also place it to a better advantage on a straight general basis because, by

## A MIGHTY Market

### for Your "A" Schedule



#### A View of the WORLD'S LARGEST DISTILLERY

Through the Arch  
of one of Peoria's  
Six Bridges over  
the Illinois River...  
(Lakes to Gulf Waterway)



**Peoria**  
JOURNAL-STAR

PEORIA NEWSPAPERS, INC., Agent.

National Representatives - WARD-GRIFFITH CO., INC. - Offices in Principal Cities



KAY S. SELL'S  
TIMELY NOTE  
TO TIMEBUYERS



# K. S. SELLOGRAM

YOU CAN REACH CONSUMERS, DISTRIBUTORS, AND RETAILERS  
ALIKE WITH ONE MEDIUM - KSL - IN AN AREA OF 1,049,800  
PEOPLE, THE HEART OF THE GREAT KSL MARKET. THIS AREA,  
WITH RETAIL SALES OF 695 MILLIONS<sup>†</sup>, IN WHICH 50 TO 100%  
OF THE PEOPLE\* LISTEN TO KSL REGULARLY IN THE DAYTIME,  
COINCIDES ALMOST COUNTY FOR COUNTY WITH THE SALT LAKE  
WHOLESALE DISTRIBUTION AREA.

KAY S. SELL

\*Broadcast Measurement Bureau, 1946  
†Sales Management Survey of Buying Power, 1947



# KSL

50,000 WATTS • CLEAR CHANNEL • SALT LAKE CITY  
Represented by RADIO SALES, Radio Stations Representative, CBS

MAY 20, 1948

# How to make a hit with your sales force



A sales manager doesn't always have to promise his men more money. Sometimes they want *more opportunity*.

**Invariably**, your salesmen will cheer for heavier support *right in their own territories*.

To get this added enthusiasm, more and more sales managers are giving their salesmen heavier *local* advertising support—without losing the economies of *national* advertising—through the 26 Sunday Magazines of Metropolitan Group.

For these 26 great Sunday Magazines peak their 15,000,000 circula-

tion in markets where \$700,000 out of every million dollars worth of goods are bought.

Yes, 67% average coverage in cities of 100,000 and over; 63% in markets of 10,000 and over—plus 4,000,000 families in other productive markets.

**Moreover**, these Sunday Magazines get the *highest average cover-to-cover readership of anything in*

*print*. Best of all, for your sales force, they're the same Sunday Magazines your dealers and distributors read themselves.

In Metro, per \$ invested, you can reach *more people in more markets* where *more goods* are sold. And that's best for you, your management associates and your stockholders.

**Have you heard** the whole Metro Sunday Magazine story lately?

## These are the 26 Sunday magazine picture sections of Metropolitan Group

ATLANTA *Journal*  
BALTIMORE *Sun*  
BOSTON *Globe*  
and/or *Herald*  
BUFFALO *Courier-Express*  
CHICAGO *Tribune*  
CINCINNATI *Enquirer*  
CLEVELAND *Plain Dealer*  
DES MOINES *Register*  
DETROIT *News*  
and/or *Free Press*  
INDIANAPOLIS *Star*  
LOS ANGELES *Times*  
MILWAUKEE *Journal*  
MINNEAPOLIS *Tribune*  
NEW YORK *News*  
PHILADELPHIA *Inquirer*  
PITTSBURGH *Press*  
PROVIDENCE *Journal*  
ST. LOUIS *Globe-Democrat*  
and/or *Post-Dispatch*  
ST. PAUL *Pioneer Press*  
SEATTLE *Times*  
SPRINGFIELD *Republican*  
SYRACUSE *Post-Standard*  
WASHINGTON *Star*

Unlike other national media, Metropolitan Group is a *national network* of twenty-six (26) *locally* owned, *locally* edited, *locally* powerful Sunday magazines . . . printed in *Gravure* for 15,000,000 families.

Their *local* ownership, *local* viewpoint, *local* editing, *local* power, add up to the greatest *local* patronage and popularity accorded *anything in print*.

## Metropolitan Sunday Magazine Group

220 East 42nd Street, New York 17, N. Y.

TRIBUNE TOWER  
CHICAGO  
NEW CENTER BUILDING  
DETROIT

155 MONTGOMERY ST.  
SAN FRANCISCO

so doing, more even distribution of his advertising dollar is possible and at the same time, the local retailer can't go for weeks at a time without an advertisement appearing on a particular product and then suddenly run this co-operative advertising all at one time. We have seen this happen not once or twice, but many times over an extended period of years. In one day's issue of a newspaper there would be as many as 12 to 15 cooperative ads placed on a specified product by retail dealers, then, for an extended period of time, there would be no follow-up on this product.

"We feel that the manufacturer's cooperative advertising dollar problem would be solved, from both the manufacturer's as well as the dealer's standpoint if the manufacturer would confine his advertising to a general release through a recognized agency who would place this business, predicated on the per cent that a specified city or market has coming to it, on the basis of retail sales.

### Saving in the Long Run

"Merchandising services are worth while, but they cost money," points out David A. Lindsey, national advertising manager, *The Post-Crescent*, Appleton, Wisc., "Unlike retail merchants, national advertisers in the majority of instances, expect merchandising services (such as route lists, tie-in advertising solicitation, distribution surveys, etc.) in connection with their schedules. In the long run, this amounts to a saving for them because it makes it unnecessary to have their own man on the spot doing such work."

The head of the New England Newspapers Advertising Bureau, Anthony G. Glavin, doesn't think that cooperative advertising is the answer for manufacturers. He believes that whatever might be allocated for so-called co-op advertising should be used to run a campaign in each market on a general rate basis. Then the manufacturer would have complete control of copy and timing on the schedule. The local states, so Glavin demonstrated, will then go out and sell retailers in tying in with the manufacturers' ads, "either with display ads you furnish, or tie-in signatures, as you prefer."

This method has been used successfully in New England by a number of manufacturers. In support of the method Mr. Glavin pointed out that it welds into a single unit the manufacturer's entire newspaper campaign. It stimulates local newspaper advertising men—and it works. In one recent campaign the manufacturer

used 12,480 lines in 32 newspapers. The total local advertising of dealers in these 32 newspapers for the same insertion amounted to 12,411 lines! This particular advertiser has been operating this plan since 1941. "Now funds allocated for advertising are being spent for that purpose—to create consumer sales—no longer are they going back into his pocket unspent, as charged by Mr. Cathcart."

G. W. Gressman, advertising director of *The Gazette*, Janesville, Wisc., seems to agree with Tony Glavin, "I don't think that cooperative advertising is the answer to the manufacturers' sales problems. It all gets down to a matter of too much responsibility on the part of the retailer to use the manufacturers' available money."

### Successful Plan

Paul A. West, of West-Holliday, Inc., newspaper representatives, has a rather unique method for getting co-operation. "Years ago we tried out a plan with the Goodrich Tire and Rubber Co. in Los Angeles and this plan worked very successfully. The plan was to go to the individual dealers in each of our towns (in the majority of towns there was only one dealer) and sell them on what we called a 50-50 campaign. That is, if the Goodrich Tire and Rubber Co. ran one advertisement, the dealer the following week would duplicate it in size. We got up a regular series of advertisements. The dealer would run one, Goodrich would run the next, and so on, until the termination of the campaign.

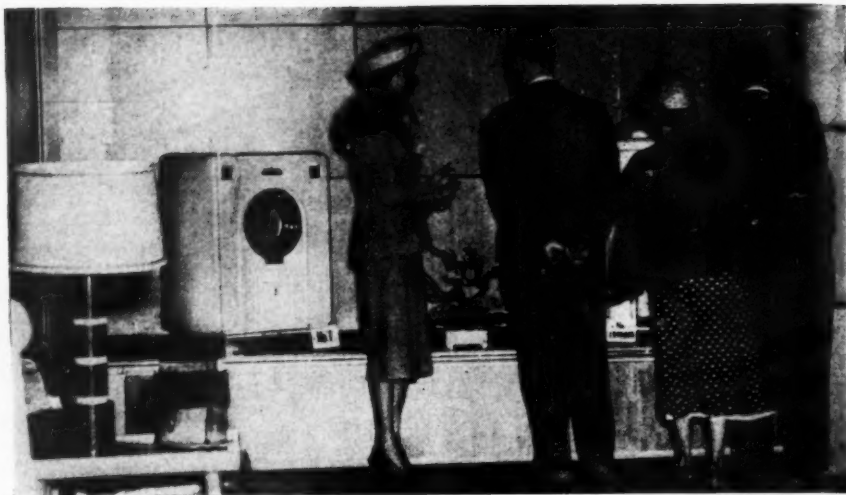
"Our organization has continued this type of selling, and we have a number of campaigns running on that basis now. It is the only satisfactory cooperative method we know of because, regardless of what your national rates might be, the big, local advertiser is bound to have a volume rate and is certainly entitled to it."

One newspaper man, who asks us to keep his name a secret, doesn't believe that the advertising agency really represents newspapers. "Let's put the blame where it belongs—the advertising agency is responsible for rates. Certainly he doesn't expect the newspaper to raise local advertising rates to the national level just so we can pay him a commission and say all rates are equal. Take any newspaper's national rate, deduct the agency commission and discount, and you have in most cases, the local rate.

"Let the advertising agencies get their commission from the account. Then the newspaper will bill them net, and all rates will be local—it's as simple as that!"



**BACKWARD GLANCE:** On display in the theater lobby are the No. 1 Bendix and the one millionth unit. Washers are demonstrated inside.



## Setting Stage for Selling In Bendix Appliance Theater



**FOYER:** Visitors get a Radio City effect as they enter the Bendix theater. There's no hard, schoolroomish effect here.

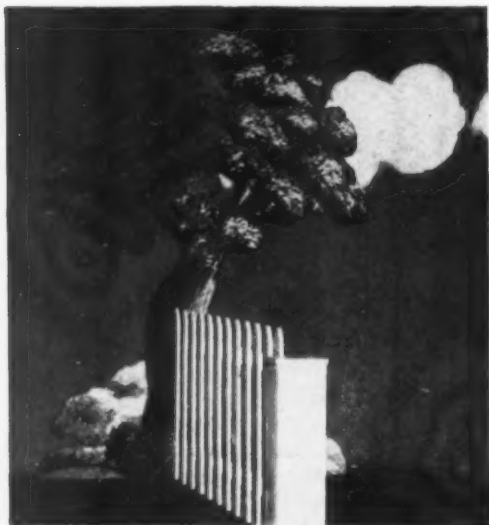
Sales and promotional presentations before distributors and dealers will, from now on, be conducted in an ultra-modern commercial theater just completed in South Bend, Ind., by Bendix Home Appliances, Inc. It seats 420.

The stage is outfitted with several under-the-floor hot and cold water lines and drains, accessible through trap doors for demonstrations of home laundry equipment.

Scenes can be shifted quickly on the Bendix stage. While one scene is in front of the audience, the next can be prepared on a "wagon stage." Scenes can be shifted in seconds instead of minutes. Speedy scene changes add pace to the presentation.

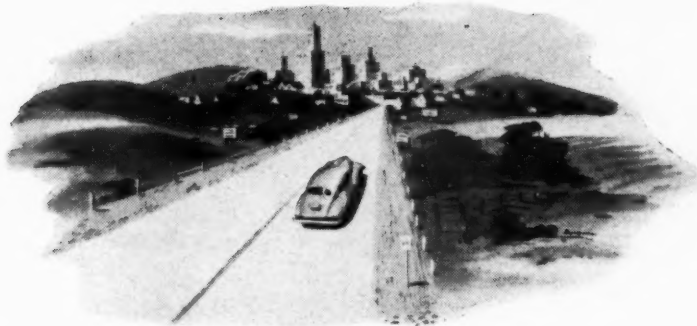
At one side of the stage, behind the scenes, is an elevated platform with a complete public address system, including turntables for records.

For greater all-season comfort, the auditorium is equipped for complete winter and summer air conditioning and, close by, are rest rooms and checking facilities. One unusual feature is a hand-built clock on the rear wall, which the speaker can watch to time himself when the house lights are out. Its hour pegs and hands are coated with fluorescent enamel which is activated by a tube of black light.



**PORTABLE STAGE:** This setting (left), on tracks is quickly shifted from scene to scene without need for tiresome waits. Theater seats provide plenty of legroom.





*There goes a man on  
the Four Wheels Plan.*

## Brand-New Automobiles for Your Salesmen

# NO CAPITAL INVESTMENT

## *No Expensive and Inequitable "Mileage" Payments*

We lease automobiles—brand-new ones—to established companies on annual contracts, with rentals payable monthly.

The Four Wheels Plan is used by more than 50 leading companies, in all 48 states, Canada, Mexico, and U.S. Possessions. Some companies lease as few as 15 cars. Others lease hundreds.

For more than 10 years the Four Wheels Plan has

been saving these companies thousands of dollars. Today we are in a position to extend the benefits of this money-saving, profit-making plan to additional qualified clients.

To learn full details about how the Four Wheels Plan can save your company money and increase the effectiveness of your salesmen, write at once for our 20-page brochure: "The Four Wheels Plan."

### **What the Four Wheels Plan Provides**

- New cars every year
- Delivery to points specified
- Insurance (fire, theft, full collision)
- Licenses
- Unrestricted mileage (personal as well as business)
- Maintenance, such as
  - repairs
  - parts
  - towing
  - greasing
  - new tires
  - anti-freeze
- Replacement of stolen or wrecked cars

**YOU MAKE NO CAPITAL INVESTMENT**  
**YOUR COSTS ARE OPERATING COSTS**  
**... TAX DEDUCTIBLE**

### **How the Four Wheels Plan Can Benefit You**

- No capital investment on part of you or your salesmen
  - No complicated, costly, inequitable car allowances and "mileage" payments.
  - Your salesmen benefit because of freedom from worry or discontent
  - pride in driving brand-new cars
  - improved morale
  - increased effectiveness
  - privilege of personal use
- YOU SAVE MONEY**

**EXECUTIVES: WRITE TODAY FOR "THE FOUR WHEELS PLAN"**  
**THE BROCHURE THAT GIVES YOU FULL DETAILS.**



## **FOUR WHEELS, INC.**

**6116 North Western Avenue, Chicago • Telephone: AMBassador 0300**

*Operating in 48 States . . . Canada, Mexico, and U. S. Possessions*

# Frigidaire's Fidgetless Dealer Meets: They're Produced with Skits

The chairs are no softer but the selling points come easier in Frigidaire's first post-war road show convention for dealers, "Leadership in Action." Dealers laugh off their own chair-born fat as they are nudged back into selling.

Has the old-fashioned, "you've got to make calls to make sales" kind of selling returned to the home appliance field? Sales executives of Frigidaire Division, General Motors Corp., Dayton, Ohio, think so. Five of them, each heading a 10-man team, are just completing a two-month tour with Frigidaire's first convention-type meeting for dealers since 1941.

For dealers and their servicemen in 45 cities who sold and serviced Frigidaire before the war, the one-day convention is a familiar performance. With new products to introduce and old ones for a refresher course, Frigidaire employs skits, movies, demonstrations, displays and lectures at its postwar meetings. This combination of training devices is used to put across sales ideas, busi-

ness suggestions, service slants, advertising plans, and training tips.

The 1948 spring convention is billed as "Leadership in Action." Although dealers willingly assemble for a sales meeting in order to learn how to make more profits, they're human beings, too, who get fidgety after sitting on hard chairs for hours. So Frigidaire puts its most telling sales punches into a playlet, "It's a Deal."

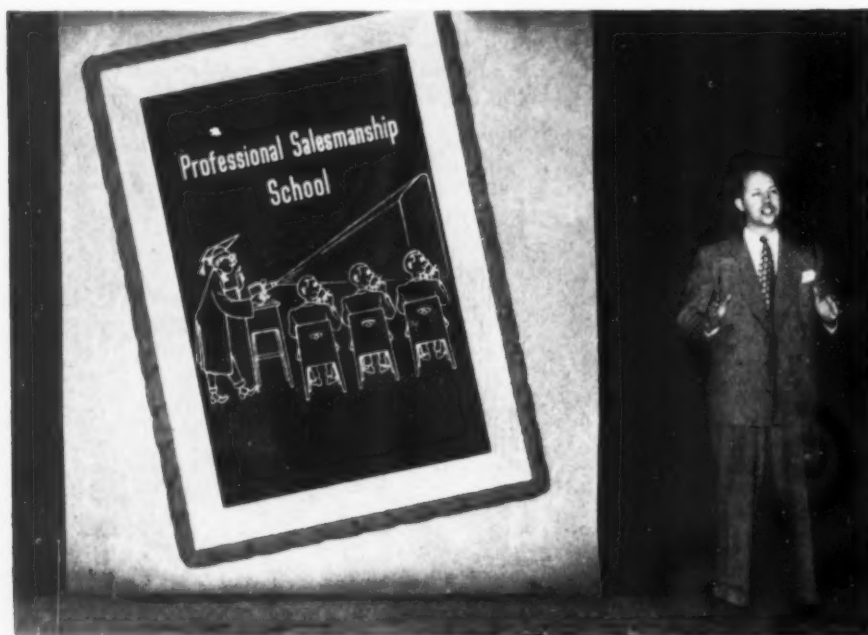
The playlet, "It's a Deal," takes up one-by-one all the old problems of overcoming sales inertia — both by dealer executives and by dealer salesmen.

With flash-backs and frequent changes of scenes, "It's a Deal" shows how one partner of a hitherto successful dealership has reacted to easy profits of the war and post-war periods. Selling has been easy, and he has delusions of grandeur. In lieu of a sales force, he installs three telephones at his desk. By preference, he becomes even more desk-bound; he orders a special seat cushion.

## Why Do They Laugh?

It doesn't take any talk for many dealers, watching the show, to recognize that they, too, have grown desk-bound in their own offices. Frigidaire doesn't have to preach, but only to cite an obvious example. For instance: In one skit, the dealer exclaims, "Prospects even want to know the price now!"

Though members of the audience probably would not have been able to tell why the day's spectacle held their interest, planners of the show used many techniques which contributed to that end. Typical of these



**DUSTING OFF SELLING:** It's not only ex-GI's who are back at school, but dealers in need of refreshing themselves on product and knowledge of selling techniques.

**PHANTOM PROSPECTS:** Frigidaire, presenting a bevy of ghost "customers," doesn't have to do any finger pointing to get dealers to check their lists (right).







**TACK IN THE SEAT:** When prospects demand to know "how much does it cost?" Frigidaire's mythical dealer knows it's time to surprise himself and prospects by getting out and selling. Easy street is gone.

was the presentation of the "back to school" program for dealers, deemed necessary because of the long lapse of time since dynamic selling methods were necessary. The program might have been outlined through charts or by other visual means. But the information was given through drawings done in white on a black background in a large red-framed rectangle representing a huge slate. Then, as though gilding the lily, there was smooth animation — the black background bearing the illustrations moving across in panorama-fashion, the visible section always remaining within the slate frame. Still another touch: The slate was tilted diagonally—which is more interesting visually than a straight, squared slate effect would have been.

#### Avoid Monotony

This same attention to detail was evident also in the presentation of color slide blow-ups of product photographs and of advertisements. The photographs were not merely head-on product pictures, but were angle shots; treated so as to hold the viewer's interest and to avoid monotony. Reproductions of advertisements flashed on the screen also utilized this treatment, and were shown diagonally or at an angle rather than flat and head-on. And, as might be expected, the new products and models unveiled were "glorified" by their handsome pedestals, backgrounds and other display units, and by stage lighting.

The same attention to details evident in the numbers which made up the programs of the meetings characterized the methods of announcing them to dealers. Announcements,



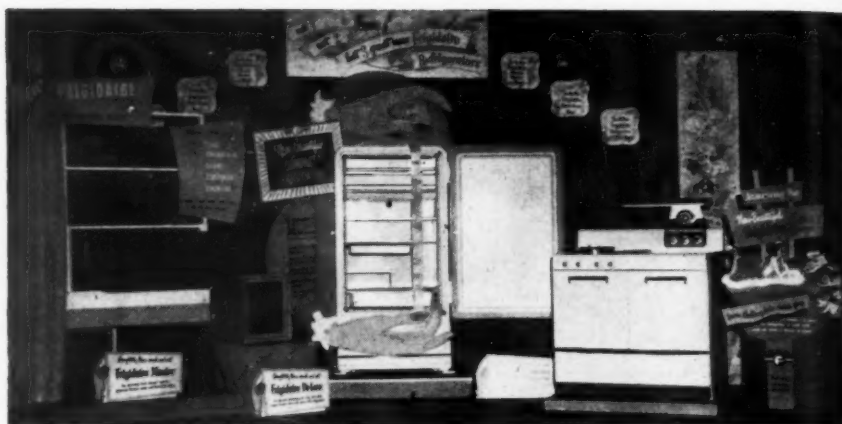
**OBVIOUS MORAL:** You've got to make calls if you want to make sales.

**MANAGING SALES-  
MEN:** How long has it  
been since you made  
calls with your salesmen?



**ROUNDUP:** Frigidaire dealers get a preview of new displays to go with its 1948 models.

sent in advance to each of them, were in the form of illustrated broadsides, in red, black and white, with the outside in circus treatment, bearing such phrases as "Thrilling new products. . . . Spectacular presentations. . . . exciting new plans and THRILLING NEW PRODUCTS." The inside spread also had some of the



## Announcing...

### NEW MODEL 63LM

Underwriters' Laboratories  
Listed

Push-pull Miniature  
Tube Amplifier

New Low Price

**\$246<sup>00</sup>**



## MOVIE-MITE

16mm Projector with DUAL SPEED for Sound or Silent Films

Entire projector weighs only 26 pounds . . . complete with speaker, in one case only, 8x11½x15½ inches in size. Exceptionally well machined . . . rugged . . . produces beautiful, sharp and steady picture with unbelievable sound movement and quality for both voice and music reproduction.

Being used for audiences up to 100 people, on screens up to 72 inches, in darkened rooms. Reel capacity 2000 ft. Universal A.C. or D.C. 105-120 Volt operation.

Commercial model has small screen for desk top showing . . . same new low price.

Write for complete details. See your industrial film producer for demonstration.



"KEEP YOUR EYES AND EARS ON MOVIE-MITE"

**MOVIE-MITE CORPORATION**

1105 EAST 15th ST.

KANSAS CITY 6, MISSOURI



same circus ballyhoo treatment, with drawings showing processions—apparently of the five crews scheduled to put on the showmanlike meetings—going happily and heavily laden away from Dayton. Their loads were presumably props for the spectacles and new products to be displayed at the meetings. The schedules for each series of regional meetings, with the name of the executive who would head it for the area, were also given.

### Advance Promotion

In a box beside the illustrated section, there was an announcement with an urgent appeal to "join the parade . . . and learn about the spectacular postwar products and plans which provide the key to INCREASED LEADERSHIP IN EVERY FRIGIDAIRE DEALERSHIP IN 1948." With each of these was sent a postcard bearing a photograph from the skit, "It's a Deal," and a message of invitation on the face of the card, signed by the regional crew leader.

Along this same line of attention to details were the attractive green, yellow and white programs distributed to those who came to the meetings. And—more of the same—the souvenir "golden keys," in white envelopes, handed to everyone upon leaving the meeting place. "Leadership" and the key to it were stressed in various ways throughout the day of each meeting.

### Trains Crews

Ellsworth Gilbert, Frigidaire's Sales Promotion Manager, trained the crews who put on the regional programs. He, himself, acted as crew leader for the meetings held in five New York cities and in Washington, Philadelphia and Boston.

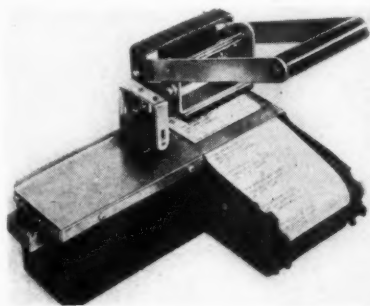
Similar meetings have been staged on the Pacific Coast, in the Southwest, Central, and Southeastern regions, each being led by a top sales executive.

**SALES MANAGEMENT**

# ... coming your way

..... **draco E-Z arm rest** makes it possible to drive with both hands on the wheel and with both elbows supported, reducing arm fatigue. The rest is simply a piece of semi-hard wood fitted with a nickel plated frame, resting on the car seat and being high enough to support the arm. It's made by Dray Co., 111 West South Orange Ave., South Orange, N. J.

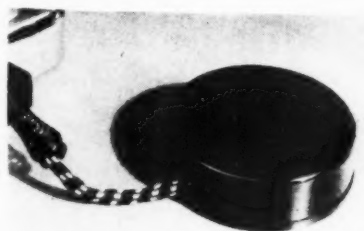
..... **master addresser**, an envelope addressing machine for people with small mailing lists, prints by the same principle as a spirit duplicator. It does not require ink, stencils, plates nor ribbons. It



**ADDRESSER:** Ideal for the small list where ease and expense are factors.

prints from carbon impressions typed on a long strip of paper tape which will give up to 100 impressions, at the rate of 20 envelopes per minute. It is made by Master Addresser Co., 5508 Excelsior Ave., Minneapolis, Minn.

..... **excess wire** on lamps and electrical appliances is wound into



**COILER:** Conceals and protects unsightly cords in a small, unobtrusive box.

this reel simply by placing the cord across the bottom section, replacing the top, inserting the screw and tightening with a coin, and then holding the top half and turning the bottom. This device is only three and one-half inches in

diameter, an inch and one-quarter high, colored dark brown. It is manufactured by Eypper & Co., New York City.

..... **microfilm reader** enables both easy reading of 16 mm microfilm and copying of the film on photographic paper in less than two minutes without use of a dark-room. The reader occupies only 16 x 23 inches of floor space, is constructed of lightweight metals, weighs about 70 pounds. By means of interchangeable objectives, the reader provides three magnifications—14 times, 20 times and 23 times original size. It is a product of American Optical Co., Buffalo, N. Y.

..... **built-in electric wall heater** for use in bathrooms and other rooms where additional instantaneous heat is desired is announced by General Electric Co. The heat operates on the radiant-convection principle, using 115-volts AC or DC. It delivers 4,507 BTU per hour. Over-all, the heater is about 17 inches high,



**MICROFILM:** Reading and copying film is easy with American Optical Co.'s reader.

13 inches wide, and four and three-quarters inches deep. It's a product of the automatic blanket and sunlamp division, General Electric Co., Bridgeport 2, Conn.

## When horses pranced on Market Street



Strawbridge & Clothier in the City of Brotherly Love subscribed to magazines now published by Haire.

*And in these days of the horseless carriage*

Modern, stately Strawbridge & Clothier still subscribes to Haire publications... with multiple subscriptions to most of them!



**MORE EFFECTIVE BECAUSE THEY'RE MORE SELL-ECTIVE**

# HAIRE

SPECIALIZED MERCHANDISING PUBLICATIONS  
1170 BROADWAY, NEW YORK 1, N. Y.



MAY 20, 1948



## New Books for Marketing Men

**1948 Robinson-Patman Act Symposium.** Published by Commerce Clearing House, Inc. Price \$2.00.

Because of the current significance of the Robinson-Patman Act and the importance of price discrimination problems, this informative volume is timely. The book comprises the outstanding papers delivered on January 21, 1948, in the City of New York at a special meeting of the Section on Food, Drug and Cos-

metic Law of the New York State Bar Association.

**The D.M.A.A. 1947 Research Report.** Published by Direct Mail Advertising Association. Price \$2.00. **The Story of Direct Advertising** (a booklet) published by D.M.A.A. Price 25 cents.

The first of these paper-bound books (1947 Research Report) is an exhaustive survey of the accumulated and tabulated advice of 200 advertising managers on how to organize and operate a successful direct mail program with charts and statistical material. The second book (The Story of Direct Advertising) is a study of the reason why direct adver-

tising is used by business, with much of the "how to do it" which makes advertising more effective.

**Selling to Restaurants and Hotels.** Published by Ahrens Publishing Co. Price \$1.00.

This is the 1948 edition of a hardy perennial. The 96-page, pocket-book market data manual contains current facts, figures, charts, graphs and tables about the restaurant and hotel business. Its primary purpose is to present to the manufacturer a factual survey of the sales potentialities in these two businesses. Important hints in selling will be valuable to the manufacturer with a green sales force.

**Consumer Purchasing Potentials in the United States,** by Serge Morosoff. Published by The Dartnell Corporation. Price \$10.00.

The author of this loose-leaf, leather-bound book is director of commercial research at Pacific Mills. With it he presents a new method for estimating sales potentials for consumer goods. Mr. Morosoff, who developed the new technique in the course of his work with Pacific, has applied the "missing link" between the Federal Government's studies of consumer purchasing and present marketing conditions. The Morosoff study is based on the theory that the relation between income and spending remains fairly constant—a family with an income of \$1,500-\$2,000, for example, will spend an average of \$2.56 for men's headgear no matter what the general condition of business.

**Selling on Main Street.** Published by the Minneapolis Chamber of Commerce. Price \$2.50.

The Minneapolis Chamber of Commerce recruited some well known names to write this 40-page illustrated booklet, which includes, also, the complete transcribed proceedings of the first annual Upper Midwest Sales Conference. Some of the articles: "Yesterday's Salesmen Are Dead Pigeons," by Roy H. Warmet, sales promotion manager, Minneapolis-Honeywell Regulator Co.; "Main Street Moves the Nation's Goods," by Walter Jeffery, sales manager, Leonard Division, Nash-Kelvinator Corp.; "Salesmanship as a Profession," by Robert S. Wilson, vice-president and sales manager, The Goodyear Tire and Rubber Co., Inc.

**Cutting Advertising and Printing Costs** by the staff of *Printer's Ink*. Published by Funk & Wagnalls Co. Price \$5.00.

With the advertising and printing dollar buying less today than it did a year ago, with costs of everything, printing-wise, still rising, this book is dedicated to those who are watching their advertising and printing pennies. It suggests 530 ways for saving—including 22 economies in initial preparation, 45 in printing, 30 in catalogs and booklets, and 46 miscellaneous economy devices.



The News-Sentinel dominates the Fort Wayne territory—  
\*reaches 16,630 more homes than Fort Wayne's morning paper—it's a "must" on Indiana newspaper lists.

\*(Source—A. B. C. 12/31/47)



The News-Sentinel is read in 97.8% of all homes in Fort Wayne every weekday.



**THE NEWS-SENTINEL**  
FORT WAYNE, INDIANA

ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

...more than meets the eye



A REPORT ON THE

CBS-TV NETWORK

# **CBS AND ITS AFFILIATES IN CREATING A REAL**

To those who are deepest in Television, the crucial role of NETWORK Television in the pattern of the future is becoming clear.

NETWORK coverage and NETWORK service are essential in Television—far more even than in Radio—to amortize program costs to the point of making them most quickly profitable to *advertisers and stations alike.*

**AS OF APRIL 15TH** (*when we went to press with the "score" far from complete*)

**—THE CBS-TV NETWORK IS NOW SERVING, WITH 3 OPERATING AFFILIATES, 11 CITIES OVER 100,000 POPULATION\***

*—(and 7 more cities over 60,000 population)\**

**—THE CBS-TV NETWORK NOW HAS 9 ADDITIONAL AFFILIATES WHOSE TV FACILITIES (ALREADY APPROVED BY THE FCC) WILL SERVE 7 MORE CITIES OVER 100,000**

*—(and 4 more cities over 60,000)*

**—CBS AFFILIATES NOW HAVE 30 ADDITIONAL TV APPLICATIONS BEFORE THE FCC, TO SERVE 37 MORE CITIES OVER 100,000**

*—(and 26 more cities over 60,000)*



# ES TAKE THE LEADERSHIP AL NETWORK IN TELEVISION

Station operators already know this. That is why the CBS-TV record below—  
and on the next page—has more meaning than may meet the casual eye.

It not only reports that CBS and its affiliates have taken *current* NETWORK  
leadership in Television. It is both a record and a promise that CBS and its affiliates  
will stay at the top... in Television too.

**—29 OTHER CBS AFFILIATES ARE READY TO APPLY FOR TV  
FACILITIES, TO SERVE 19 MORE CITIES OVER 100,000**

**—(and 9 more cities over 60,000)**

**THE TOTAL SCORE** of U.S. cities (over 60,000 population) to be served by  
CBS affiliates who already have or are building TV facilities, and who have  
applied or will soon apply for them:

**74 CITIES OVER 100,000 POPULATION**

**—67% of all U.S. cities over 100,000**

**120 CITIES OVER 60,000 POPULATION**

**—60% of all U.S. cities over 60,000**

\*The cities indicated throughout this report include only those for which SALES MANAGEMENT estimated 1947 populations: U.S. cities of 60,000 population and over—with the single exception of Stockton, Calif. (58,900 pop.). See back cover for names of cities. All allocations of individual cities into TV service areas are based on FCC standards, as applied by the CBS Engineering Dept.

## THE CITIES\*—NOW SERVED BY THE CBS-TV NETWORK

NEW YORK .....7,454,600	Bayonne ..... 90,000	Camden ..... 132,500
Newark ..... 443,000	No. Hempstead Township 83,400	Trenton ..... 125,500
Jersey City ..... 315,000	Mt. Vernon ..... 75,000	Wilmington ..... 121,500
Hempstead Township . 285,000	East Orange ..... 72,500	Chester ..... 72,500
Yonkers ..... 147,500	Passaic ..... 62,000	Upper Darby ..... 70,000
Elizabeth ..... 116,000	<b>PHILADELPHIA</b> ....2,051,500	<b>BALTIMORE</b> ..... 932,900

### —IN SERVICE AREA OF NINE ADDITIONAL CBS-TV AFFILIATES

CINCINNATI ..... 488,000	Covington ..... 68,000	<b>CHARLOTTE</b> ..... 115,000
DALLAS ..... 466,300	<b>COLUMBUS</b> ..... 334,800	<b>BINGHAMTON</b> .... 97,500
INDIANAPOLIS .... 420,000	<b>DAYTON</b> ..... 252,500	<b>STOCKTON, CALIF.</b> . 58,900
LOUISVILLE ..... 375,000	Springfield, O. .... 91,000	

### —IN TV SERVICE AREA OF 30 CBS AFFILIATES WITH TV APPLICATIONS PENDING

<b>CHICAGO</b> .....3,600,000	Lynn ..... 105,100	<b>PROVIDENCE</b> ..... 260,500
Gary ..... 127,500	Somerville ..... 104,500	Fall River ..... 115,100
Hammond ..... 77,800	Lowell ..... 102,000	Pawtucket ..... 77,500
Evanston ..... 70,000	Lawrence ..... 86,000	<b>OMAHA</b> ..... 252,000
Oak Park ..... 69,000	Quincy ..... 81,600	<b>JACKSONVILLE</b> .... 230,300
Cicero ..... 68,000	Newton ..... 77,300	<b>RICHMOND</b> ..... 228,600
East Chicago ..... 66,000	Medford ..... 68,600	<b>MIAMI</b> ..... 214,300
<b>DETROIT</b> .....1,815,000	Brockton ..... 65,300	<b>WORCESTER</b> ..... 201,500
Dearborn ..... 89,100	Malden ..... 60,100	<b>HARTFORD</b> ..... 183,500
Pontiac ..... 75,000	<b>PITTSBURGH</b> ..... 730,000	New Haven ..... 175,000
<b>CLEVELAND</b> ..... 900,000	<b>MILWAUKEE</b> ..... 629,600	New Britain ..... 75,000
Lakewood ..... 70,000	<b>BUFFALO</b> ..... 605,000	<b>DES MOINES</b> ..... 178,000
Cleveland Heights ... 64,000	Niagara Falls ..... 85,500	<b>YOUNGSTOWN</b> ... 175,000
<b>SAN FRANCISCO</b> .. 827,400	<b>NEW ORLEANS</b> .... 562,200	Warren ..... 60,000
Oakland ..... 400,900	<b>HOUSTON</b> ..... 478,500	<b>KANSAS CITY, MO.</b> 419,200
Berkeley ..... 100,000	<b>DENVER</b> ..... 375,000	Kansas City, Kansas .. 140,000
Richmond ..... 93,700	<b>ATLANTA</b> ..... 365,700	St. Joseph ..... 87,000
Alameda ..... 89,900	<b>SAN DIEGO</b> ..... 362,700	<b>SOUTH BEND</b> ..... 119,600
San Jose ..... 84,000	<b>ROCHESTER</b> ..... 331,500	<b>HARRISBURG</b> ..... 86,000
<b>BOSTON</b> ..... 766,400	<b>BIRMINGHAM</b> ..... 315,000	<b>TOPEKA</b> ..... 81,000
Cambridge ..... 113,200	<b>AKRON</b> ..... 284,000	<b>WHEELING</b> ..... 65,500

\*CBS Station Cities in capital letters. Other major cities within TV Service Area in light face immediately following. See footnote on previous page.

# THE CBS-TV NETWORK

...pace-setter in NETWORK Television

# CAMPAIGNS AND MARKETING

## Campaign Co-ordinator

A complete plan co-ordinating the promotion on the wide range of products which Allis-Chalmers offers to pulp and paper and allied industries has been built around the company's newly released over-size, four-color bulletin, "Forest to Finished Products." Copy is based on a series of flow sheets which show the steps in pulp and paper making from the lumbering operations in the forests to the final production of paper.

First trade distribution of the new brochure is an advance mailing to some 800 executives and managers of leading pulp and paper mills throughout the United States and Canada.

Previously the company's district offices and product departments were informed of the new bulletin by an advance distribution, with all plans for its promotion. Leading pulp and paper magazines are carrying a series of advertisements on the brochure, and subsequent mailings of it are being made to some 1,700 operating

engineers, purchasing agents, etc., in the industry.

An advertising campaign developed around the special flow sheets shown in the bulletin is also planned. This theme is expected to continue throughout the balance of 1948 and possibly into 1949 as the basis for Allis-Chalmers advertising to the pulp and paper industry.

Flow sheets in the bulletin are keyed in color, with equipment which Allis-Chalmers builds or supplies reproduced in blue, machinery which it can build to customer's specifications in brown, and that which it does not manufacture in gray. This permits portrayal of a complete operation showing all equipment involved.

Below each of the 10 flow sheets are shown installation photographs, or other photographic evidence, of inherently good operation or design of Allis-Chalmers equipment for this industry. The back portion of the booklet carries a complete section, "Quick Facts About Allis-Chalmers

Paper Equipment," which is cross-referenced to the flow sheets and provides basic buying information for the industry on the many Allis-Chalmers products.

Although of "jumbo size," the 32-page bulletin folds to a regular 8½ by 11 inches for easy filing, and for handy reference use, such as in sales representatives' price books.

## To Each, His Share

The completion of its expansion program has placed Hotpoint, Inc., in the position of a new leader in the appliance industry and offers dealers a "franchise with a future" through a year-round merchandising program on all 12 products, according to Howard J. Scaife, manager of market development for the company.

"The problem now is not to attract more dealers, but to analyze each dealer individually in terms of his ability to sell his share of each of the 12 appliances in the distributor's quota," Mr. Scaife stated at a recent meeting of the field sales managers.

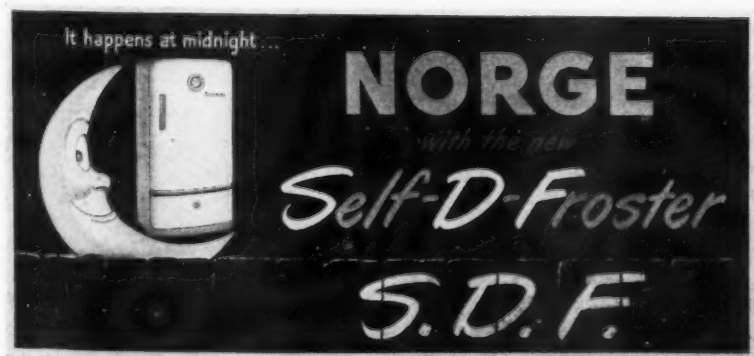
He went on to say that dealer effectiveness has been increased by the distributor sales manager in developing special markets and management contacts, promoting and conducting dealer meetings, supervising advertising programs and publicity, and preparing production forecasts.

The dealer organization is being given first priority on all products, although it is necessary for the success of the long-range program to develop special markets such as home builders and the apartment house field. The sale of complete kitchen equipment was described as a special market in itself. Dealers in this market are being assisted in the development of special planning and installation services.

Continuing dealer promotion meetings have aroused "remarkable interest from dealers in all parts of the country," Mr. Scaife says. At the recent 'Disposal' promotion meetings 90% of the dealers who attended placed orders for display models, and many have since re-ordered.

## Fresh'nd Program

The Fresh'nd-Aire Co., Chicago, manufacturers of Fresh'nd-Aire Circulators and electric air Humidifiers, has just announced to its distributors its most comprehensive advertising and promotion program. The campaign has been built for a complete coverage of every potential buyer of electric air circulators. Media selected consist of both consumer and business magazines.



TEASER, above, first, then, two weeks later, replaced by the second outdoor poster, below, keyed the Norge Division, Borg-Warner Corp., newspaper mats and all other types of merchandising aids promoting automatic defrosting features.



## THE SALESMAN'S "SALESMAN"



### THE DA-LITE CHALLENGER SCREEN

**H**ELPS every salesman do a better selling job. Its smart appearance, simpler set-up and superior picture surface add showmanship to your presentations. Sturdy—Light-Weight—Octagon-case. Write for FREE sample of screen fabric and 16 pg. booklet.

**DA-LITE SCREEN COMPANY, INC.**  
2705 North Pulaski Rd., Chicago 39, Ill.

The primary objective is to get wide-spread recognition among people who are in a position to insist upon superior air circulation equipment in their homes. To accomplish this, schedules are being carried in *Fortune* and *Nation's Business*. The second objective is a campaign in various business papers designed to spearhead an intensive drive by Fresh'nd-Aire distributors into each of the many specialized-type business outlets that represent good markets for such air circulation equipment.

To reach consumer re-sale outlets, *Electrical Merchandising*, *Electrical South*, *New England Appliance and Radio News*, and *Retailing Home Furnishings* are scheduled. To reach industrial and commercial type outlets, *Factory Management and Maintenance*, *Purchasing*, *Retail Management*, and *Geyer Topics* are included. *Hotel Management*, *American Restaurant*, and *Institutions* will carry the campaign to the hotel and restaurant fields. Special fields will be reached through *Modern Beauty Shop*, *American Druggist*, *Chain Store Age*, *Modern Hospital*, and *Motor Age*.

Copy carried throughout both campaigns will be directed at intensive name identification, and the telling of a quality story.

## Shelvadorning Displays

Ten messages to every able-to-buy family in the United States, between May 7 and June 23, is the basis of the new Crosley Shelvador "introduction" campaign which N. C. Macdonald, general sales manager, Crosley Division, the Avco Manufacturing Corp., has announced.

The number of messages involved, according to Mr. Macdonald, amounts to more than 381,000,000. A four-color, two-page kickoff advertisement is appearing in *Collier's*, *The Saturday Evening Post*, *Look*, *Life*, *Parade*, and *This Week Magazine*. Immediately following, a full-page, four-color advertisement will appear in *Better Homes and Gardens*, *The Family Circle Magazine*, *Good Housekeeping*, *Household*, *Ladies Home Journal*, *McCall's Magazine*, *True Story*, *Woman's Day*, *Farm Journal*, *The Progressive Farmer*, *Collier's*, *The Saturday Evening Post*, *Look*, *Life*, *The American Weekly*, and *The News*, New York City.

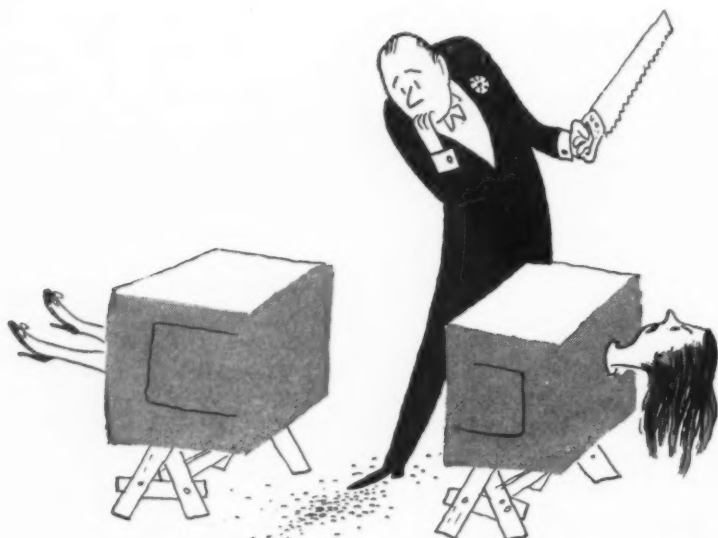
The theme of both advertisements is a dramatization of the five storage zones found in the new refrigerator: the "freezin-cold" compartment, the "norm-cold" section, the "moist-cold" compartment, the "ever-dry storab-in," and the Shelvador itself.

Backing up the national advertising program is a monthly business paper schedule appearing in *Radio and Television Weekly*, *Radio and Appliance Journal*, *House Furnishings Review*, *Radio and Television Retailing*, *National Furniture Review*, *Electrical Merchandising*, *Electrical Dealer*, *Retailing Home Furnishings*, *What's New in Home Economics*, and *Practical Home Economics*.

A selection of 37 different newspaper advertising mats for cooperative advertising, scripts for cooperative local radio programs, and a sales promotion and sales training program back up the product introduction and space schedules.

One of the new demonstration aids provided for dealers and retail salesmen is the "bonus shelves" display card. This display visually demonstrates the distinctive sales features of the Shelvador refrigerator by showing the amount of food which can be stored on the door shelves. This new merchandising feature of extra shelf capacity is called the "bonus shelves."

Frederic Kamman, vice-president of the Roy S. Durstine, Inc., agency, and general manager of the Cincinnati office, was in charge of the advertising phase of the campaign.



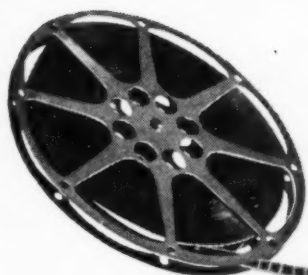
**WHAT! NO WOMEN SAWED IN HALF?**

No—because BH&G women are worth your attention without any stunts. They're running prosperous homes, spending billions every year to maintain the world's highest standard of living: suburban America's. Better Homes & Gardens 100% service content screens out casual readers, screens in over 3,000,000 husbands and wives whose big interest is home and family.



**AMERICA'S FIRST SERVICE MAGAZINE**

**SALES MANAGEMENT**

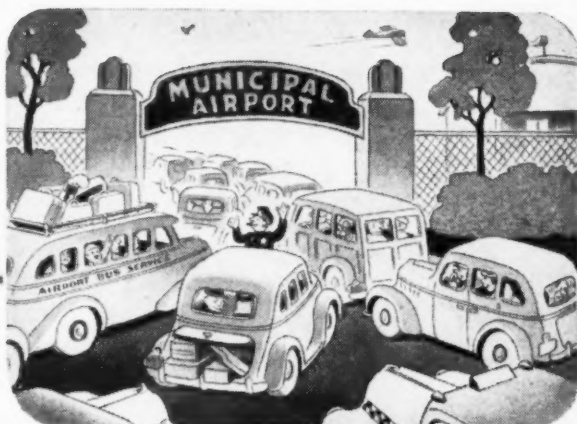


**WHAT WON'T  
THEY DO  
NEXT WITH**

*Business Films!*



**RETURN TO SALESMANSHIP** is (1) a problem many firms face today or will soon face, and (2) the title of one of a series of 16mm sound motion pictures which helps *The Goodyear Tire & Rubber Company* meet that problem. Filmosound projectors insure theater-quality presentations of the inspirational and instructive films at dealer training conferences throughout the United States.

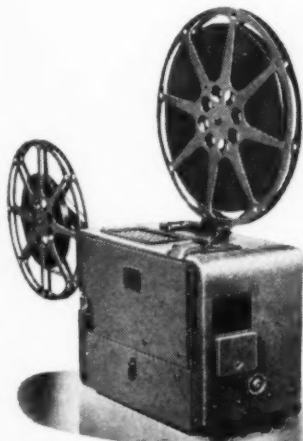


**TRAVEL BECOMES IRRESISTIBLE** to people who see *United Air Lines* sound movies of far places. Now stimulating ticket sales is the beautiful new color film, "High-Way to Hawaii," available from the firm's major traffic offices for group showings. Twelve Filmosound projectors—the kind *United* has used continuously since 1931—provide superb reproduction of pictures and sound.

**YOUR BUSINESS IS DIFFERENT**, but it's probable that you, too, have a job which movies could do better, faster, more economically, more profitably. Capable film producers are ready to help you weigh the possibilities. Write us for their names.

**BELL & HOWELL COMPANY**, 7190 McCormick Road, Chicago 45. Branches in New York, Hollywood, Washington, D. C., and London.

**FINE PROJECTORS** are a "must" if your film is to pay maximum dividends. And the finest 16mm sound film projector, most commercial film users agree, is the . . .



*Filmosound*



**THE OLD SWIMMING HOLE** will be closed forever unless America awakens to the growing problem of lake and stream pollution. *General Electric* helps to win public support for sewage-treatment investments with the prize-winning movie, "Clean Waters." And Filmosound projectors help assure showmanlike presentations of the film for this qualified judge of fine electrical and mechanical design.

Precision-Made by

**Bell & Howell**

Since 1907 the Largest Manufacturer of Professional Motion Picture Equipment for Hollywood and the World

searching for something?



**FOR MARKET FACTS  
AND MARKETING INFORMATION  
ABOUT CINCINNATI**

**ASK THE POST!**

The Post keeps tabs on



**GROCERY SALES**

Continuous Monthly Grocery Inventory shows sales and stock-on-hand figures for more than 350 well-known brands.

**GROCERY PRODUCT DISTRIBUTION**

Post's Grocery Distribution Check shows percent of distribution for 51 major grocery classifications stocked by chains and independent outlets.

**RETAIL SALES OF DEPARTMENT  
STORE TYPE MERCHANDISE**

New Post survey shows point-of-purchase for wearing apparel, furniture, home furnishings; brand information and point-of-purchase for appliances.

**CITY ZONE FAMILIES**

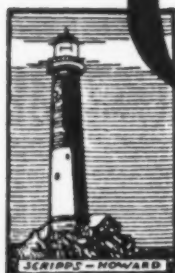
Up-to-date information is now available on Cincinnati families by size, income level, home ownership, home value, rental, workers per family, occupation, race and age.

and more ➡

The Post has compiled—and is constantly collecting—a wealth of pertinent data, covering all phases of market analysis, to help you sell in Cincinnati. Send us your questions. You'll receive market and marketing information tailored to your specific needs.

And when selling in Cincinnati, remember, you reach 153,000 families through the pages of The Post. Don't miss this active, responsive market!

# The Cincinnati Post



THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, Manager, General Advertising  
**CINCINNATI 2, OHIO**

Represented by the General Advertising Department of Scripps-Howard Newspapers

**SALES MANAGEMENT**

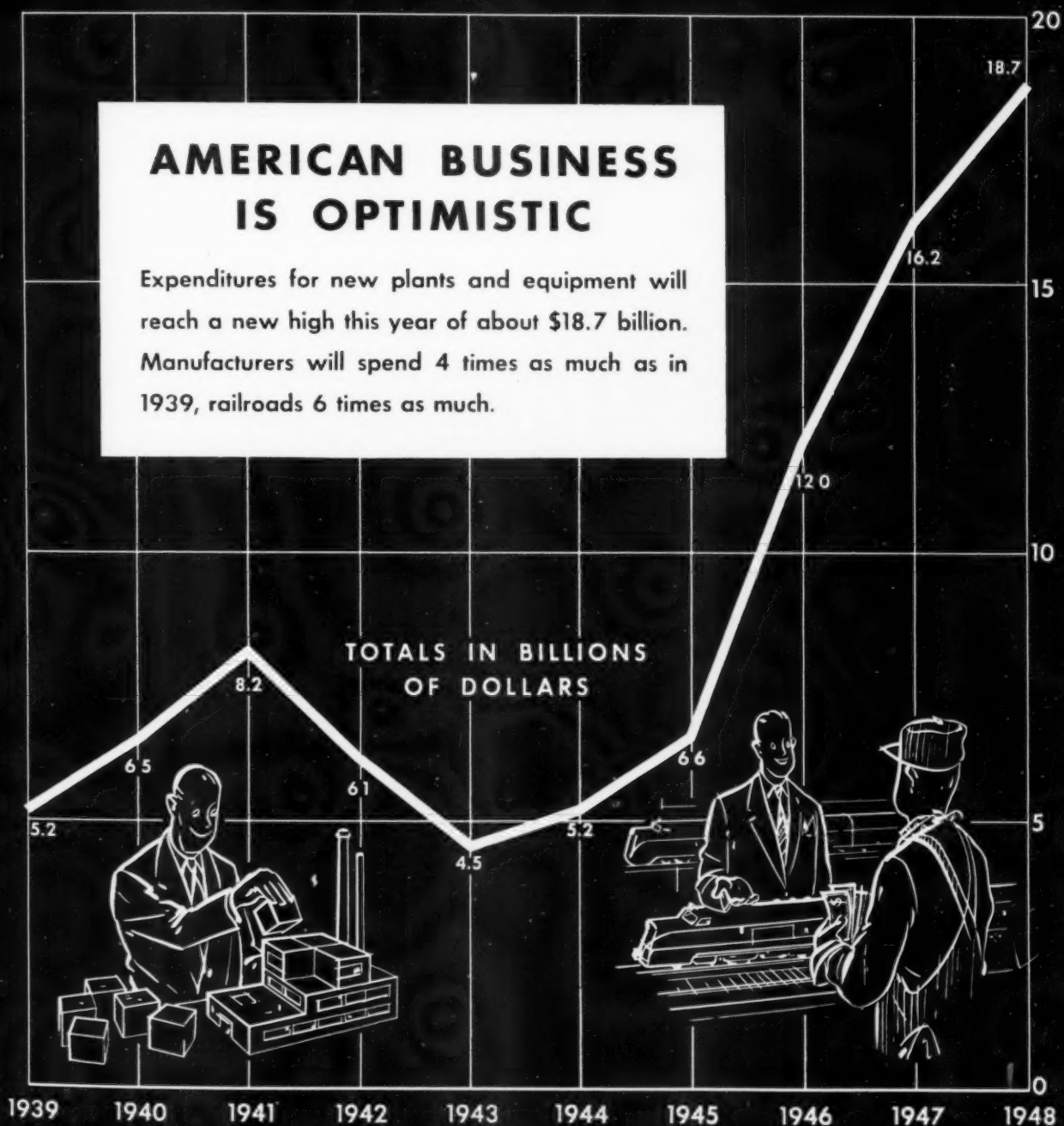


# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

## AMERICAN BUSINESS IS OPTIMISTIC

Expenditures for new plants and equipment will reach a new high this year of about \$18.7 billion. Manufacturers will spend 4 times as much as in 1939, railroads 6 times as much.



PICTOGRAPH BY  
*Sales* MANAGEMENT  
3-20-48

Source: Securities and Exchange Commission, 4-15-48





*the new*  
INDIANAPOLIS STAR

# Consumer Analysis

- Lays the Indianapolis Metropolitan Market open for your guidance
- Reveals Buying Habits • Brand Preferences • Dealer Distribution • Ownership
- 5,000 Housewives gave the answers
- One of the Ten-Market-Comparison Group—a Milwaukee Journal type study
- Free of charge to executives of manufacturing and distributing firms and agencies—it's another service of THE STAR

Write The Kelly-Smith Company, National  
Representatives, or the Advertising  
Department, The Star

Let THE STAR provide the solution to your distribution, sales or advertising problem in the rich Indianapolis Market. Write for this authoritative and thorough consumer analysis.

- **FOOD PRODUCTS**—Including baby foods, baking mixes, breakfast foods, coffee, crackers, fruit cocktail, frozen foods, ice cream, canned juices, margarine, canned milk, peanut butter, potato chips, vienna sausages, wieners and frankfurters, dog foods and many others.
- **SOAP AND CLEANSERS**—Including pot and pan cleaners, scouring cleansers, wallpaper cleaners, all types of soaps, and others.
- **TOILETRIES and COSMETICS**—Including lipstick, deodorants (men and women), hair tonic (men and women), shampoos, permanent wave kits, shaving cream, razors (safety and electric), and razor blades.
- **BEVERAGES**—Including whiskey, wine, beer, and bottled soft drinks.
- **APPLIANCES**—Including radios, ranges, refrigerators, roasters, washing machines, water heaters and food freezers.
- **AUTOMOTIVE**—Including automobile ownership, gasoline, motor oil, repairs, spark plugs, tires and anti-freeze.
- **GENERAL**—Including paper products, cloth products, tobaccos, and foundation garments.

## THE INDIANAPOLIS STAR

FIRST IN INDIANA SINCE 1936 IN TOTAL ADVERTISING LINAGE

SALES MANAGEMENT

	No. of Establishments	Average Annual Sales (IN THOUSANDS)	Population per Establishment
Food	60,500	560	2,400
Petroleum	36,700	260	3,900
Machinery & metals	26,400	530	5,400
Farm products, raw material	26,200	1,020	5,500
Automotive	16,500	470	8,700
Lumber & building	9,000	880	16,000
Beer, wine, liquor	8,000	540	18,000
Clothings & furnishings	7,000	620	20,000
Dry goods	6,700	1,330	21,000
Electrical goods	6,400	1,220	22,000
Paper products	4,800	580	30,000
Furniture	4,100	290	35,000
Chemicals	4,000	320	36,000
Tobacco	3,600	1,060	40,000
Jewelry & optical	3,300	210	44,000
Drugs	2,900	650	50,000
Hardware	2,300	1,000	63,000
Coal & Coke	1,600	2,180	90,000

## POPULATION DENSITIES IN WHOLESALE FIELDS

A good measure of the intensity of competition among wholesalers may be found in the relationship of the number of establishments to the number of people. In food, competition is most keen, with 1 wholesaler for every 2,500 people. All figures are for 1948.





# What happened— to all the people



A short while ago, it seemed as if the guaranteed way to get rich-quick was to enter the radio manufacturing business. • What could be surer? Surveys showed that 65% of all the people planned to buy new radios as soon as the war ended. • From the banker's wife in Boston, to the farmer's wife in Four Corners, a new radio ranked high on the post-war shopping list (in some cases, right after automobiles). The biggest radio boom in history was all wound up and ready to go. • But something went wrong.

The boom developed the most peculiar characteristics. More radio and television sets were made than ever before in history (18 and a half million in 1947 alone!). Yet 95 radio companies have stopped making radios since 1945! Fifty of them have quit the radio business altogether.

Prices have been cut as much as 25%. Table model sets priced at \$9.95 are on the market... the cheapest radios since pre-war days! A radio manufacturer whose sales have increased by 42%, finds that his gain in net profit is only 25%.

What explains it? Well, maybe people had been led to expect too much from post-war radios. Maybe they were disappointed to discover that instead of built-in radar and two-way talking equipment, the new radios merely had the usual tubes, and the usual

loud speaker, and the usual number of push buttons to bring them the usual radio programs.

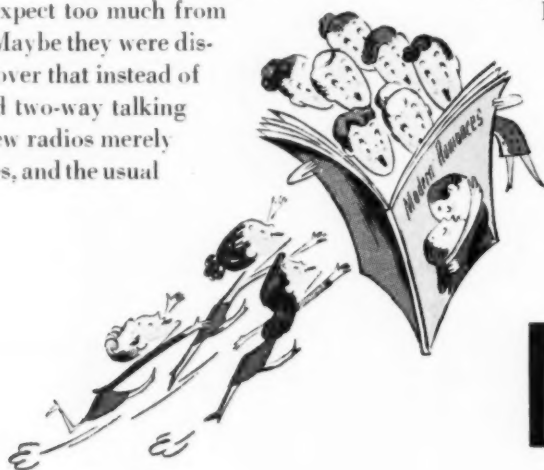
Or maybe it was simply a case of too many radios coming out too soon.

Today, competition, as tough as the radio industry has ever known, is back again.

Today, the radio manufacturer who wants to keep his business *expanding* at reasonable cost, knows that he must find *new markets*.

There *is* such a new market... big, rich, untapped... that he can reach easily and profitably.

It consists of the 6,000,000 young women who are the readers of the Dell Modern Group... Modern Romances, Modern Screen, Screen Stories.



## Modern

# le who wanted new radios?

How is it untapped? Of the 2,500,000 readers of Modern Romances, for example, 66% are between the ages of 18 and 30. Take the five "no selling" war years out of their lives, and it is obvious that radio brand consciousness is just being formed by them. No one has yet done a complete and thorough job of selling them *brands* of radios. The manufacturer who moves in now can not only win them easily . . . he can capture them for life!

70% of these Modern Romances readers are married (most of them recently), and a goodly portion of the rest will be married soon. Homes will be established and furnished, radios will have to be bought . . . *in many cases for the first time*. Could there be a more perfect opportunity for radio manufacturers?

The readers of Modern Romances have one distinctive quality. They prefer and respond to an *emotional* presentation of editorial material. So they pass up the average magazine and the so-called "service" magazines. They read Modern Romances because it is *custom-edited* for their tastes, needs, and interests. *They simply cannot be reached through any other type of publication!*

How is it a rich market? 56% of Modern Romances readers have incomes of \$3,000 or over. (Only 26% of the U. S. as a whole earns

as much!) Their median weekly earnings amount to \$64.78, 46% above the national. They not only *need* and *want* those new radios you have to sell . . . they can afford to buy them!

If you're wondering what happened to all the people who wanted new radios . . . if a big, rich, *new* market is what you need now to keep *expanding profitably* . . . the 6,000,000 young women who read Modern Romances and the Dell Modern Group may be the answer.



*it is certainly a story worth hearing!*

## WHERE DOES YOUR PRODUCT STAND IN THE RADIO FIELD?

Send for a free copy of the radio section of Dell's 10th Annual Survey of Homemaking . . . an authoritative, complete study that shows competitive position, breakdown by markets, age groups, income . . . plus the long-range buying trend. Write to Research Department, Dell Publishing Company, 149 Madison Ave., N. Y. 16, N. Y.

# rn Romances

of the Dell Modern Group

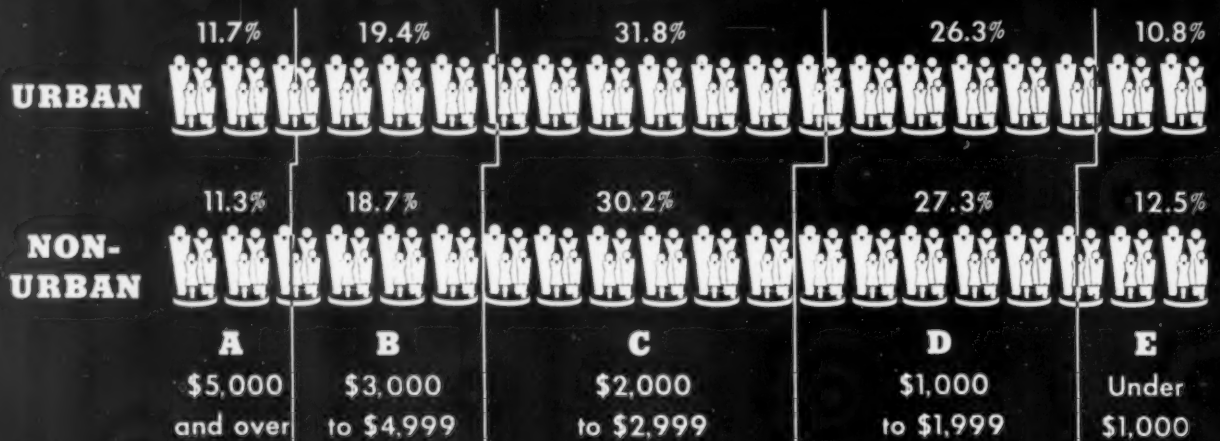
MODERN ROMANCES...MODERN SCREEN...SCREEN STORIES

Dell Publishing Company, 149 Madison Avenue, New York 16

# Who's Got the Money ?

Roughly 60% of our families live in urban communities, and 40% in non-urban cities and villages and on farms. If you are looking for a certain type of family by income level, you are as likely to find it in one group as another.

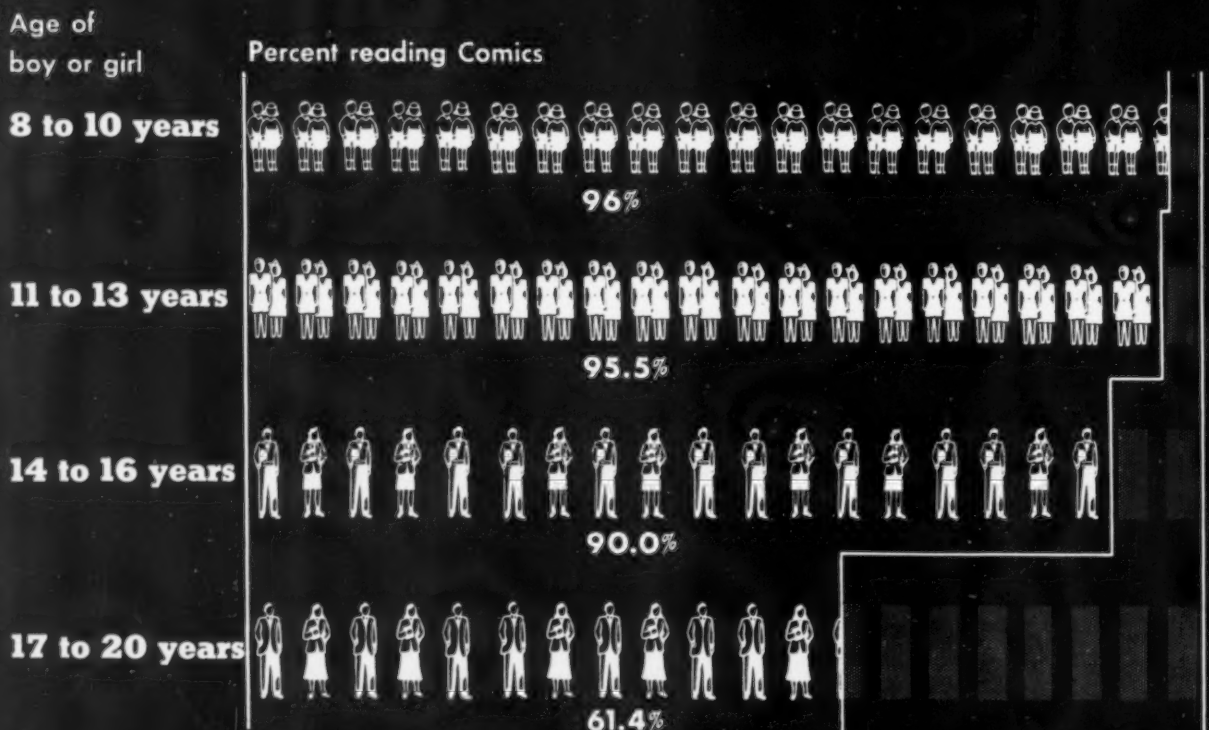
Here's how families in the two residence groups are divided by income levels:



Source: Everett R. Smith, MacLadden Publications, Marketing Memo 48-3

# What Kids read the Comics ?

American youth — aged 8 to 20 — seems to be sold solidly on the comics. A survey in 34 cities among 1940 youngsters, conducted on a national basis with full regard for age, sex, economic status and race, gives this picture of reading habits:



PICTOGRAPH BY  
**Sales MANAGEMENT**  
3-20-48

Source: Survey conducted by Richard Manville for the Marvel Comic Group





# ANALYZING YOUR MARKETS

## by INDUSTRY...by SECTION

These figures from the McGraw-Hill Census of 1947 show, within each major industry,

the sectional breakdown of the larger manufacturing plants.

### PLANTS WITH OVER 100 EMPLOYEES

(Total plants with over 100 employees in each industry = 100%)

SECTION INDUSTRY	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific	Total Percentage	TOTAL	
											Plants	Employees
Food	5.2%	17.9%	23.2%	11.9%	10.4%	4.8%	8.9%	3.4%	14.3%	100%	3,559	1,123,674
Tobacco	2.4	33.1	10.6	2.4	35.5	11.8	2.4	—	1.8	100	169	99,400
Textiles	23.5	26.2	5.3	0.7	33.6	7.9	1.7	—	1.1	100	2,923	1,283,346
Apparel	8.6	47.0	13.3	7.1	10.4	6.6	3.9	0.2	2.9	100	2,291	574,885
Lumber & Wood Prods.	5.4	6.5	13.9	3.1	19.1	14.0	15.2	1.6	21.2	100	1,184	284,862
Furniture	5.1	18.9	33.3	5.5	19.6	7.1	3.8	0.3	6.4	100	705	189,650
Paper	16.5	30.0	29.2	5.5	7.7	2.3	3.0	0.2	5.6	100	980	359,489
Prtg. & Pub.	8.5	34.5	24.1	8.3	8.7	2.7	5.2	1.3	6.7	100	1,032	374,157
Chemical & Allied Prods.	5.2	33.1	23.0	5.4	12.9	7.6	6.1	0.8	5.9	100	1,159	493,266
Petroleum & Coal Prods.	3.0	23.4	18.6	6.7	5.5	5.2	25.2	3.9	8.5	100	329	189,586
Rubber	18.9	22.9	36.4	3.8	5.2	2.1	1.7	—	9.0	100	288	257,886
Leather	33.1	29.2	18.0	9.6	4.6	3.0	1.7	0.1	0.7	100	939	325,019
Stone, Clay & Glass	4.1	29.7	28.1	6.6	12.3	5.2	6.0	1.4	6.6	100	1,001	359,602
Primary Metals	8.0	27.4	40.3	4.6	3.9	4.4	2.4	2.4	6.6	100	1,450	1,095,489
Fabricated Metals	10.4	25.7	41.9	5.3	4.7	3.7	2.5	0.5	5.5	100	1,963	816,053
Machy. (exc. elec.)	10.4	22.3	44.5	7.1	3.3	2.0	3.9	0.8	5.7	100	2,230	1,245,409
Elec. Machinery	14.2	34.3	36.2	5.4	2.4	1.4	0.6	0.3	5.2	100	1,034	829,776
Transportation Equip.	5.5	20.1	45.7	4.9	6.4	2.3	3.9	0.4	10.8	100	971	1,355,263
Instruments, etc.	18.6	42.2	24.3	3.7	3.3	1.5	1.5	0.6	4.3	100	329	189,022
Misc. Mfg. Industries	20.3	36.2	26.8	5.8	4.0	1.9	1.1	0.5	3.4	100	903	295,796
Ordinance	37.2	20.9	18.6	2.3	14.0	4.7	—	2.3	—	100	43	54,878
											25,482	11,796,508



McGraw-Hill Publishing Company, Inc.

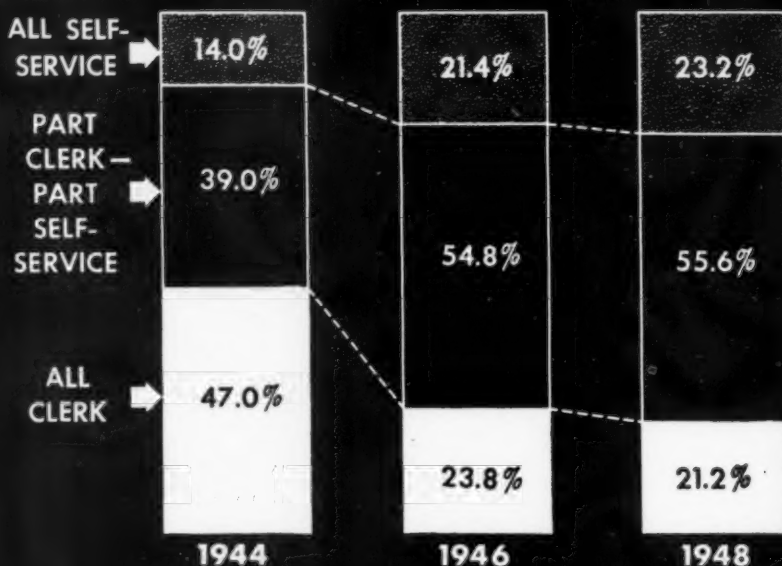
330 West 42nd Street, New York 18, N. Y.

ADVERTISEMENT

# A Vanishing American:

## The Grocery Store Clerk

Continuing studies in the retail food field, conducted by the research divisions of the National Association of Retail Grocers and the Saturday Evening Post, show that clerking in a grocery store is a dead-end road. Today 78.8% of the nation's independent retail grocers have either all or part self-service in their stores. With the chains the percentage is even higher.

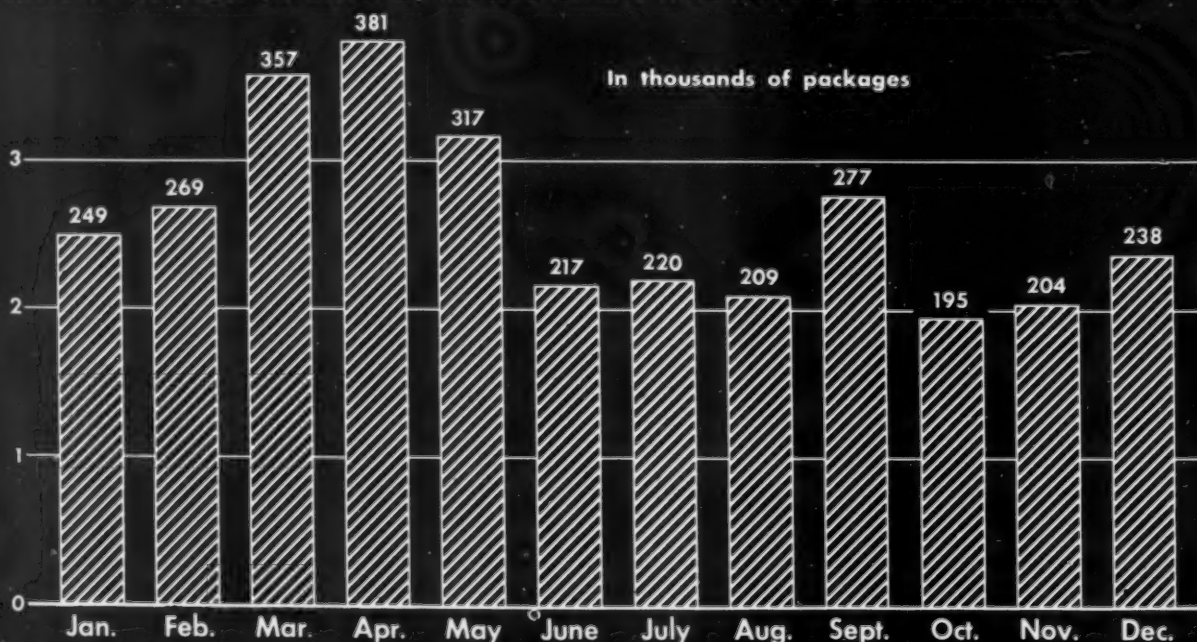


Source: *The Independent Grocer*, Report No. 3

## Frozen Foods hit spring sales peak

Purchase of frozen foods by 250 typical Knoxville families, (the panel of the Continuous Consumer Research conducted under the co-sponsorship of the University of Tennessee and the Knoxville News-Sentinel) over a period of one year have been analyzed. The families bought an average of 12.7 packages. Great differences exist by economic levels. In an average month, February, frozen foods purchases were made by 56% of the upper middle class families, 26% of the middle families and 16% of the lower income families.

The 3187 packages purchases by the 250 families were made by months as follows:



## Pre-Tests Feed Bag Print Dress Designs

Women pick patterns  
for Bemis Bros. flour and  
feed bag designs.

A personal interview type survey is being used by Bemis Bros. Bag Co., St. Louis, to pre-test popularity of patterns chosen for cotton dress print flour and feed bags. Each pattern now used for Bemis cotton dress print bags has been selected by the vote of women who use these bags for home sewing.

Finding that some dress print patterns were in great demand while others proved less popular, Bemis has sent representatives of its Market Research Department into the field to let women choose the patterns they like best. Those sample designs which receive the most favorable votes are the "Panel-Picked Patterns" used in Bemiln dress print bags.

Each survey begins with a set of sample patterns, actual artists' sketches, from which the most favored are to be chosen. The Bemis interviewer takes these patterns to feed stores where feed in dress print bags is sold. As each woman customer comes into the store she is asked to select what she considers to be the 10 best designs, in order of her preference.

When a new group of original designs is to be purchased, the interviewer starts the process again with a different group of women and with a new set of original designers' water-color sketches. To date, housewives have been interviewed in seven states in various parts of the country. This territory will be extended as more surveys are made.

### Customers Enthusiastic

Survey findings, in addition to picking out specific popular patterns, are also cross-tabulated to find what general types of design and color combinations are best liked. The favorite patterns are analyzed as to these and other characteristics.

Women, millers, feed dealers and manufacturers alike are enthusiastic about this extra Bemis service. The women enjoy choosing their favorite patterns and appreciate the opportunity to determine the designs and colors which will be made available to them for home sewing.

Millers and feed dealers know that these surveys create good will among their customers. Without exception they have cooperated whole-heartedly with the Bemis interviewers, and strongly favor this new method.

MAY 20, 1948

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99.8 %  
COVERAGE  
THAT SELLS  
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Let Levelcoat show you how swan-smooth a paper surface can be. You'll discover a satiny coating flowed on with watchmaker precision — a smoothness which makes beautiful kiss-impression printing both easier to produce and more certain in effect.

## Look at Levelcoat... for printability

The press itself can prove to you the outstanding printability of Levelcoat. On your next printing job, test the uniformly smooth performance of this distinctive paper. You'll be happy with the results, pleased that you gave your printing the Levelcoat lift.



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PRINTING PAPERS



Levelcoat\* printing papers are made in these grades: Trufect†, Kimfect†, Multifect† and Rotofect†.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

\* TRADEMARK

† T. M. REG. U. S. PAT. OFF.

MAY 20, 1948

79

# "WHY OUTDOORS and SPORTS?"

"Several times people have backed me into a corner and asked me point blank, why we devote so much space to Sports and Outdoors in the Eagle Magazine. I usually try to ignore the question but if my arm is twisted far enough, I have to admit it's because that's what the readers want. It seems kind of silly to give anybody anything they want these days, but that's the way we do things in the Eagles. Our Poll of Eagle Opinion shows that 86% of the Eagle members prefer a large Outdoor and Sports department, so that's what they get, and as it's a man's magazine I suppose this makes sense."

*The*  
**EAGLE**  
*Magazine*

MORE THAN ONE MILLION SUBSCRIBERS

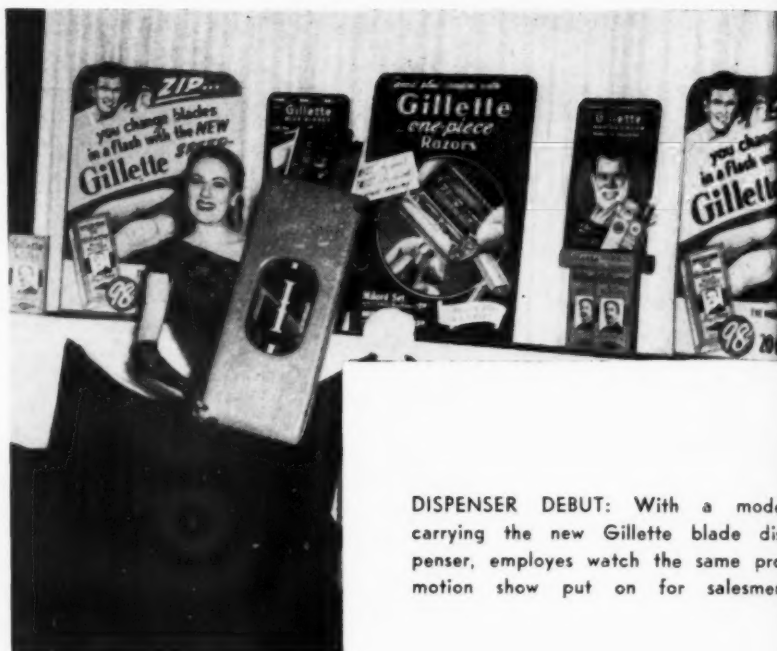
704 WARNER BUILDING • MILWAUKEE 3, WIS.

**DELIVERS  
COVERAGE OF  
NORTH CAROLINA'S  
RICH TRI-CITY  
MARKET**

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

**WSJS**  
AM WINSTON-SALEM FM  
THE JOURNAL-SENTINEL STATIONS

**NBC**  
AFFILIATE  
Represented by  
HEADLEY-REED COMPANY



**DISPENSER DEBUT:** With a model carrying the new Gillette blade dispenser, employees watch the same promotion show put on for salesmen.

were from the Boston plant—division superintendent and foremen.

The party was a repetition—but by no means a "sideshow"—of previous New Year's Eve gatherings, held in New York City, Chicago, and Los Angeles last September and October, to acquaint the three regional divisions of the Gillette sales force with complete plans for launching the new dispenser on New Year's Day in 1948. Joseph P. Spang, Jr., president of the company, was a speaker. He had not been present at the other gatherings.

## Social Hour

Before the dinner Mr. Spang and other executives of the company joined the group in a social hour that was a standout in good-fellowship. Champagne was served. Other executives present included Howard Gambrell, Jr., vice-president in charge of manufacturing; Boone Gross, vice-president in charge of sales; A. Craig Smith, vice-president in charge of advertising.

Immediately after dinner the lights were switched off and a din rivaling that of the stroke of 12 in Times Square burst from a loud speaker, by electrical transcription. Then the trained voice of a radio announcer gave an intensive build-up to an event of great importance that was to occur early in the New Year—the foremost event in nearly 50 years of Gillette progress.

Spotlights focused on curtains on a stage. They parted. Out stepped a beautiful girl carrying a large container from which a giant razor blade

was protruding. It was here! The coming event so dramatically heralded was at hand—the introduction of the new Gillette Dispenser. After the girl promenaded up and down showing the mammoth likeness of the new product, she and another girl distributed regular-size dispensers.

## Sales Presentation

Vice-president Gross then took the stage. With the aid of illustrations and messages on placards, he showed how the mechanical features of the new dispenser had been presented at the sales meetings. He demonstrated how a mere push of the thumb partly released a razor blade from the dispenser; how almost in the same motion it could be placed in position in an opened one-piece razor, the procedure taking only a second or two. The blade coming out of the dispenser is unwrapped. There is no need for touching it with the fingers when putting it into the razor. The dispenser with 20 Gillette Blue Blades, would sell for 98 cents, Mr. Gross said.

He explained that featured with the dispenser in the sales plans would be a one-piece razor embodying improvements over previous models made by the company. This was to be known as the Super-Speed one-piece razor. A dispenser containing 10 Blue Blades was to be offered in combination with an improved \$1 razor.

Mr. Gross also showed how he had demonstrated the mechanical evolution of the dispenser and the razor to

(Continued on page 81)

SALES MANAGEMENT



# *A*venture in Fine Color Printing

**PAYS OFF IN SALES RESULTS**

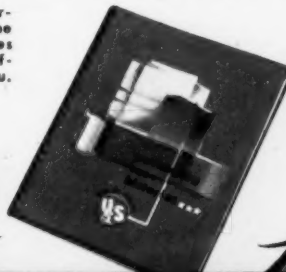
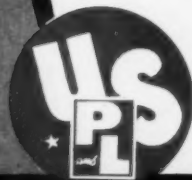


**F**INE color printing motivates sales for any consumer product. An attention compelling point-of-purchase display . . . a package that thoroughly merchandises the product . . . an outdoor poster "stopper" — each does a superior selling job if skillfully reproduced in full color. For a successful "adventure" in effective creative design and finest reproduction of your packaging and advertising materials, call on the nationwide U.S.P.&L. service.

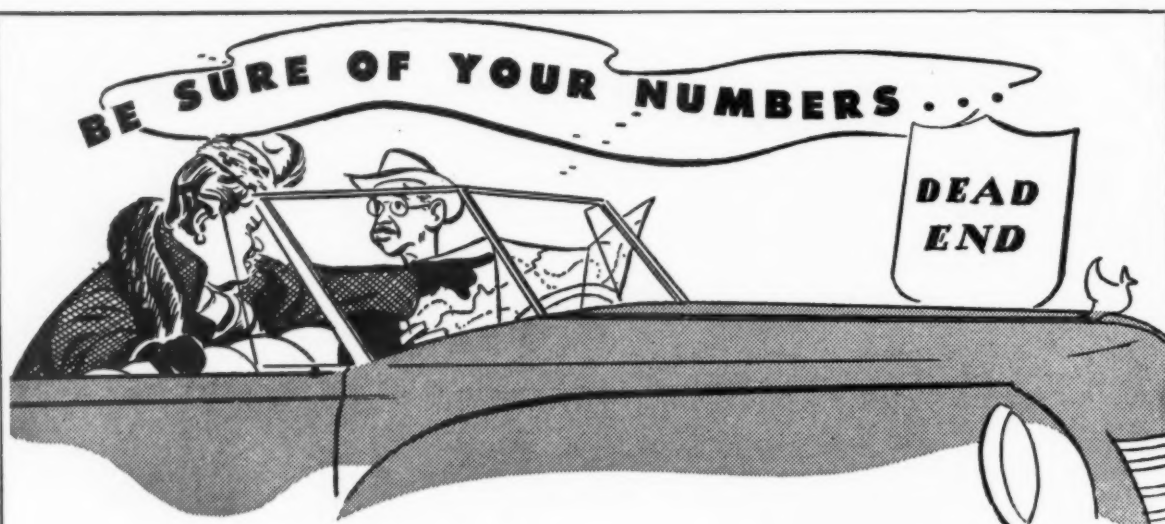
## *Write* **FOR PORTFOLIO OF CASE HISTORIES**

Get this plastic bound portfolio of "Packing Case Histories from the files of U.S.P.&L.," beautifully lithographed in full color and exemplifying U.S.P. & L. merchandising, design and reproduction know-how. Write for it today!

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## when you figure coverage of America's THIRD LARGEST city and town MARKET

*Investigate . . .  
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*Collier's — Life — Satevepost — American Weekly — This Week — LHJournal — Good Housekeeping — WH Companion — McCall's . . . Space-buyer's dream of a perfect list! It delivers millions of circulation . . . yet it misses in America's THIRD LARGEST city and town market!*

Hasty analysis of circulation reports may lead you to credit such a list with True Small Town market coverage . . . comparable to that provided in URBAN markets.

Actually . . . of their circulation in towns under 1,000 population only  $\frac{2}{3}$  goes to True Small Towns. The other  $\frac{1}{3}$  goes to Suburban Small Towns.

GRIT provides more coverage than any of these publications in this market of 3,300,000 FAMILIES . . . representing 12%, or 1 out of 8 of all city and town families.

### U. S. CITY AND TOWN MARKETS

#### UNDER METROPOLITAN DISTRICT INFLUENCE

PLACES OVER 500K POP. 4.2 MILLION FAMILIES
PLACES 100K TO 500K POP. 4.3 MILLION FAMILIES
PLACES 25K TO 100K POP. 3.0 MILLION FAMILIES
PLACES 10K TO 25K POP. 1.2 MILLION FAMILIES
PLACES 2.5K TO 10K POP. 1.2 MILLION FAMILIES
PLACES 1K TO 2.5K POP. 0.5 MILLION FAMILIES
PLACES UNDER 1K POP. 1.3 MILLION FAMILIES

#### CIRCULATION COVERAGE PROVIDED BY THE 9 URBAN PUBLICATIONS

COVERAGE . . . . .	159%
COVERAGE . . . . .	144%
COVERAGE . . . . .	142%
COVERAGE . . . . .	143%
COVERAGE . . . . .	148%
COVERAGE . . . . .	163%
COVERAGE . . . . .	84%

#### BEYOND METROPOLITAN DISTRICT INFLUENCE

PLACES 25K TO 100K POP. 1.2 MILLION FAMILIES
PLACES 10K TO 25K POP. 1.7 MILLION FAMILIES
PLACES 2.5K TO 10K POP. 2.5 MILLION FAMILIES
PLACES 1K TO 2.5K POP. 1.3 MILLION FAMILIES

#### CIRCULATION COVERAGE PROVIDED BY THE 9 URBAN PUBLICATIONS

COVERAGE . . . . .	158%
COVERAGE . . . . .	148%
COVERAGE . . . . .	134%
COVERAGE . . . . .	120%

#### AMERICA'S THIRD LARGEST MARKET I

PLACES UNDER 1K POP. 3.3 MILLION FAMILIES
--

**COVERAGE ONLY 59%**

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**S.T.**  
Tells the Story  
Ask GRIT for it



GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

**SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY . . . with more than 650,000 circulation**

(Continued from page 80)

Gillette salesmen, and outlined the plans for marketing them throughout the country and in various foreign lands. He emphasized that in preliminary sales tests of the combination made in five cities ranging in population from 100,000 to 700,000, thousands had been sold in a short period. In fact, 4,360 had been marketed in the biggest city alone.

Vice-president Smith used another series of placards to outline in an effective way the advertising campaign that had been planned to introduce the new combination. This presentation followed "circus" build-up methods. For instance, it embodied such phrases as "Gillette Announces the Greatest Show on Earth" . . . "The Best Act in the Main Tent," etc.—all referring, of course, to the planned introduction of the dispenser and the improved one-piece razor. Descriptions purposely were in adjectives at least equalling the most "colossal and stupendous" contained in an announcement of a new motion picture.

Using additional illustrations in the series, Mr. Smith indicated the extensiveness of the advertising campaign in magazines and newspapers, on the radio, and in displays. One illustration pointed out, for example, that the prize fight broadcasts sponsored by Gillette reach over 10,000,000 people each week.

#### Praises Plan

Vice-president Gambrill commended the idea of letting the production end of the business in on the launching plans. He said that until the division superintendents and foremen from the factory saw the comprehensiveness of these plans, the majority of them no doubt had been inclined to feel that the task of *making* a product was the difficult one, while *marketing* it was relatively easy.

He added that he felt sure that after witnessing the program the production men would understand that it takes enormous drive and energy, as well as money, to launch a new product successfully. It also appeared certain, he pointed out, that the gathering would go far toward drawing the sales and production departments closely together to work as an effective team.

President Spang declared that the new dispenser and improved one-piece razor would receive the greatest introductory "push" of any product the company ever had put on the market, and that he anticipated the buying response would be record-breaking.

In fact, he said he was getting wor-

ried about the demand exceeding the early supply, even though advance production had been in progress for several months. He urged division superintendents and foremen to step up production as far as possible without sacrifice of the high quality Gillette always had maintained.

As evidence that the party was an outstanding success, not one person left before the program was over. Typical parting exclamations were: "That certainly opened my eyes; I always thought selling was a cinch." "Gee, the other fellow has his head-

aches and hard work too, doesn't he?" "Boy, now that I see how hard they're going to try to sell that dispenser, I sure am going to do my darndest to produce it fast enough."

Production was stepped up materially, and Mr. Spang attributes a good part of the gain to key plant men becoming inspired by the knowledge they gained of the extensiveness of the selling program.

The dispenser and the one-piece razor were launched in highly satisfactory fashion. Initial sales were above expectations, Mr. Spang re-

### A SENSATIONAL NEW ADDITION TO OPERADIO'S LINE OF SOUND SLIDEFILM PROJECTORS . . .



The EXPLAINETTE, automatically synchronized method of advancing slidefilm is the result of years of research. It is a simple, practical method . . . eliminating pauses in narration or music during each frame advance. The automatic synchronized advance is accomplished by a signal on the film . . . there are no bongs, cues or any other signals incorporated in the recording. It is a completely new method . . . write for details on the EXPLAINETTE "Automatic" today!



OPERADIO MANUFACTURING CO., Dept. SM-58, St. Charles, Ill.



ports, and the volume is mounting constantly. For these results he gives considerable credit to the thorough "selling" of the sales force on the launching plans at the New Year's Eve parties in New York City, Chicago, and Los Angeles. As stated, the presentations at those gatherings were along the same lines as they were at the Boston party. The speakers were Vice presidents Gross and Smith, and G. Herbert Marcy, assistant to the president.

Now that division superintendents and foremen and ladies in attendance

at the Boston party have had ample time for full reflection, what do they think of it today?

Patrick Donohue, superintendent of maintenance, asserts: "In 27 years I've never before been given as clear a picture of the actual plans and preparations for the launching of a new Gillette product. I knew, naturally, that we'd made millions upon millions of blades and great numbers of other products down through the years, but I never really knew how the company got rid of them. Mr. Smith, handling the advertising setup,

and Mr. Gross, the sales angle, convinced me that marketing requires vast preparations and loads of creative work. In the future when problems come up involving the production and sales departments, I'm going to feel a lot freer to discuss them with the men in the latter division and I believe they're going to feel the same toward me."

### Personnel Reaction

"It was a wonderful education in things you wouldn't have known about introducing and selling a product," declares Florence Le Croix, supervisor of office files. "It made me definitely feel more a part of the sales picture. When orders for the dispensers and razors come in now to be filed, I'm really thrilled and I find myself talking up the products to relatives and friends."

"I had no idea what a sales meeting was like," says John Downey, wrapping foreman. "There's a whole lot more to it than I thought, besides the pep talk. The meeting certainly gave me a keen interest in seeing the new dispenser and the razor sell fast."

Peter Milz, foreman of inspection, points out: "That gathering did more than anything previously to make one happy family out of the production and sales ends of the business. I believe it not only helped to speed production on the dispensers and the razors, but also to cut down rejects. As to salesmen, I never realized what they had to go through to market a product. Now I see clearly that the maker of the product cannot get along without the seller, and vice versa."

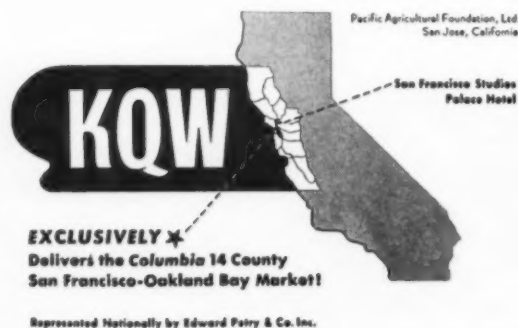


## It's Katherine Kerry on KQW

Have you something to sell to women in the San Francisco Bay Area? Try Katherine Kerry's potent participating program.

Journalist, commentator, fashion expert Kerry's unique, columnist-like coverage of the woman's world provides a perfect setting for your sales message. Guest-speaking at fashion-shows, women's clubs and other gatherings keeps her in the public eye—adds authority to what she says about your product.

Yes, in this multi-billion dollar market it's Katherine Kerry on KQW for sales in maximum quantity at minimum unit cost.



# Promotion

## Quartet From Fawcett

Fawcett Publications, Inc., (67 West 44th Street, New York City, 18) has four new promotion pieces—three on various aspects of its women readers' buying habits and interests and one from its men's magazine, "True Reports on Smoking Habits." Most important of the three women's studies is, "What you should know about women." It's an evaluation of leading women's magazines, provides a circulation history of the progress of screen and romance magazines with highlights on advertising lineage, service editorial, cost analysis and advertising readership.

The other two women's studies are one of hand and nail care (gotten out by Fawcett Beauty Reader Forum) which breaks down the buying habits and preferences of women in the nail-care category and the other is a "Report on Home Preservation of Food." This traces the growth in popularity of home canning from World War II days, when many housewives solved their provisions problems in this old-fashioned way, to today, when the war-born emergency measure seems to have

become a habit. There's also an interesting section on Deep-Freeze buying intentions.

True's report aims at evaluating the extent of the tobacco and smoking equipment market. It covers everything which can be smoked, pipes, cigars, cigarettes; gives facts and figures on extent of smoking among individuals and covers, also, the cigar holder, cases, humidor market.

## Oakland Bird's Eye

The *Oakland Tribune* has prepared a handsome book called the "Gold Discovery Centennial," which is an authoritative and colorful picture of the Oakland area from its earliest stirrings to today, when it is one of the industrial centers of the Pacific Coast. The book is historically sound, loaded with interesting pictures of Oakland as it was and as it now is. Altogether a handsome and valuable job of editing and compilation. Howard C. Stovel, advertising director of the newspaper, Oakland, Cal., will supply copies.

## Buffalo Buying Power . . .

. . . is the name on the *Buffalo Courier-Express's* newly-released 20-page booklet which is being presented as a companion piece to "Buffalo and

the Eight Counties of Western New York." The Buying Power piece shows the different levels of buying power which prevail in the various sections of the city and then illustrates the extent to which such buying power differentials influence actual sales results. The sections are not analyzed on a basis of rental values alone. Eight other factors which influence sales (and responsiveness to advertising) are also employed in rating each section.

## How to Sell Oil

If you'd like to tap the rich oil market better send for "How to sell the specialized oil markets," published by The Gulf Publishing Co., which publishes specialized oil magazines. This booklet is to be the basic selling aid of the company in pushing its oil publications. Around it other promotion will be built. This first edition contains nothing of a strictly current nature. But to provide current media and market facts a series of special inserts, with envelopes for filing, have been included. The booklet was prepared for the "sales-minded man in the interests of more effective advertising to the specialized oil industry." Address: Post Office Box 2608, Houston, 1, Texas.

# Pickin' money off trees is a cinch!

(...in the Philippines)



**Coconut trees, that is.** Philippine exports of coconut products are breaking all records. Prices are history's highest. Money is growing on trees in the Philippines! And being spent for American goods. Imports from the U. S. exceeded \$427 million last year.

Sell your products duty free in this rich Far Eastern market. No trade restrictions. Payment is made to you in U. S. dollars.

The Philippine market is effectively covered by the ten Ramon Roces Publications, with a combined readership of over 2,000,000.

Each publication of the Roces group blankets particular dialect sectors, particular trading areas—does a specific job. Together, they provide island-wide coverage, influencing the buying habits of brand-conscious Filipinos. They prefer goods of American manufacture. Write for further information.

...

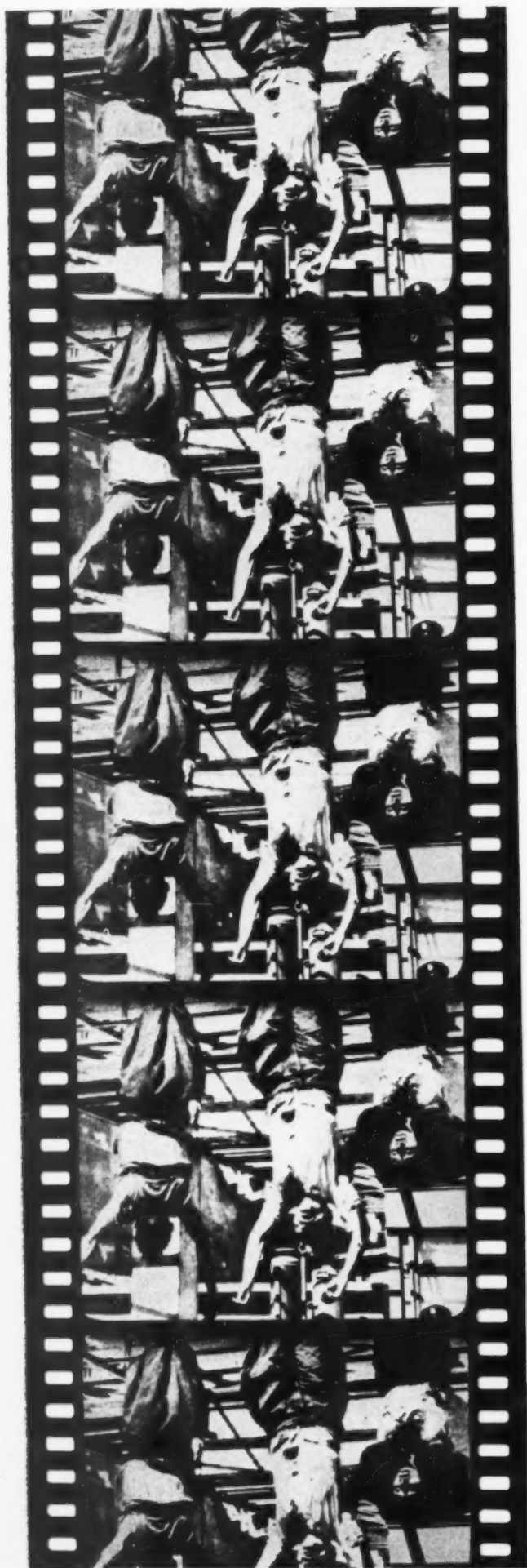
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The Outstanding English Language Magazine  
One schedule, complete coverage  
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PILIPINO KOMIKS • BANNAWAG • BISAYA-HILIGAYNON • THE WOMAN'S HOME JOURNAL





# What happened to Hitler?

A recent poll revealed that 51% of the people in America do not believe that Hitler is dead.

Yet, no one seems to doubt that Mussolini was murdered in Dongo. Or that Herman Goering cheated the hangman at Nuernberg.

Strange, isn't it?

In each case, eye-witnesses came forth to tell how the deaths occurred. But in one story something important was missing. And that something was this:

*In Hitler's case there were no pictures!*

The fact that pictures succeed when words often fail, may help to explain the tremendous success of Parade. Each week, this syndicated Sunday *picture* magazine attracts vast hordes of readers who are like the man from Missouri. *They want to be shown . . . in pictures.*

Starch reports consistently rate editorial features in Parade in the high 80's and 90's with men and women.

And this walloping *picture power* carries over into the advertising pages, too.

For instance, a study of all 79 identical ads that ran in Parade and other syndicated Sunday magazines during the first nine months of 1947 reveals that Parade ranked first in readers per dollar in 74 of the 79 . . . ran a close second in the other five.

How are *your* ads Starching up? After all, people have to get the urge to read before your copy can give them the urge to buy.

You ought to be in pictures...in

# parade

# Leader or Tail-End?

## A Study in Brand Ranking

In its 1948 Survey just out, The Milwaukee Journal plots shifts in consumer preferences for leading brands since 1922. The Silver Jubilee Consumer Analysis covers 172 subjects, from foods to vacation habits to bank accounts.

Probably one of the most extensive consumer preference surveys ever compiled was released by *The Milwaukee Journal* this week in the 268-page Silver Jubilee Consumer Analysis.

The 172 subjects in the report cover not only brand standings of foods, soaps, beverages and toiletries, but also include detailed data on automobiles, home appliances, foundation garments, vacationing habits, books, beauty shop patronage, and bank accounts. Of special interest to sales and marketing men will be the "25-Year Trend" pages which trace the rise and fall of leading brands since 1922, when the first Analysis was made.

Presentations of the new 1948 book were made in Philadelphia on May 4 and in New York on May 6.

Strong confirmation of chain store trends across the country is shown in the Food Section of the study. Now, for the first time in Milwaukee, the 41 A & P Stores have a higher popularity than all 1,900 independents combined. Preference for self-service when shopping for food-stuffs continues to rise, and Friday retains the lead as a favorite shop-

ping day, although losing some of its popularity to Saturday.

Here are some of the other highlights from the study:

**Foods:** Wieners are bought by 9 out of 10 families, but less than 1 out of 15 is buying the newly marketed canned variety. Canned luncheon meats are used by half the families and corned beef hash by one-quarter.

Coffee maintains its high percentage of use, but a definite trend is shown away from glass and toward vacuum cans as a favorite coffee container. Instant or soluble coffee shows a drop in preference for the first time. It is now used by one family in five. Packaged tea reverses a downward trend with a gain this year, and tea bags and tea balls also increase.

The quickly-prepared products show an unstable picture, with some gaining, some losing, and others just holding their own. Pie crust mix and muffin mix products pick up new users, while gingerbread falls off slightly. Fresh frosted foods show purchases by about one out of three families.

Without exception, gains are shown by canned or bottled fruit and vegetable juices. Tomato juice heads the list with purchases by two out of three families, while orange, pineapple and grapefruit juices are bought by half the families.

**Cosmetics and Toiletries:** In the purchase of cosmetics and toiletries the department stores retain No. 1 spot but drop substantially from a year ago. Both independent and chain drug stores pick up popularity lost by department stores. Dime stores and house-to-house salespeople account for only about 10% of the cosmetic and toiletry business.

Probably the most spectacular gain of all drug and toiletry subjects is that of permanent wave kits—up to 38.1% from only 19.5% a year ago and 11.3% in 1946. This condition is reflected in beauty shop patronage which has fallen off considerably, according to the survey.

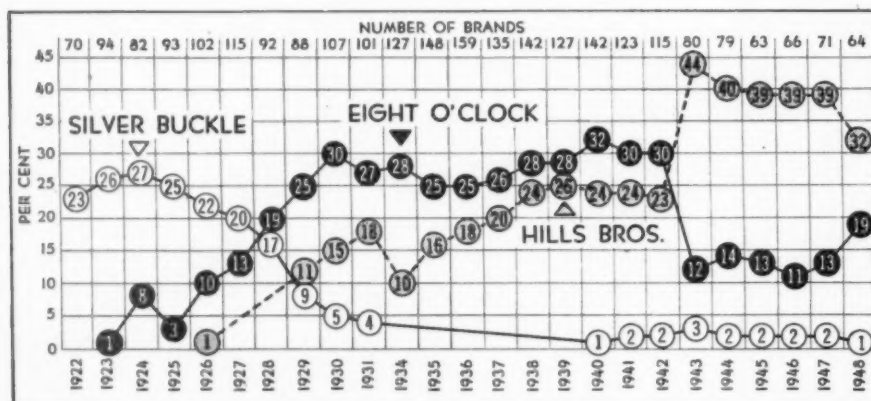
Eight out of 10 men use safety razors, two out of 10 use electric shavers. Some men use both, so this leaves a small percentage for the old-fashioned straight razors. Brushless shaving cream, the lather type and shaving soap each get about a third of the preference among Greater Milwaukee men. Three out of five regularly use after-shave lotion.

Cream shampoos continue to gain at the expense of the liquid variety. Tooth paste continues to climb at the expense of tooth powder. Interestingly enough, four out of five women use some kind of deodorant contrasted with only two out of five men. Lipstick, hand lotion and facial cream are all used by eight out of 10 women, but nail polish is applied at home by only two out of three.

**Automotive:** Fourteen pages of automotive data are included in the study, covering ownership, car makes wanted, cash and time purchases, gasoline and oil purchases, as well as repairs, preferences for tires, spark plugs, and batteries. A special feature is a set of pages titled "Motoring Through the Years."

Two out of three families own automobiles, but only one out of 50 owns two or more, according to the report. More families purchased their present car used than new; of those who bought a new car in 1947 nearly nine out of 10 said they got what

Shifts in Consumers Preference for  
Leading Coffee Brands



**BUYERS' VOTES:** Coffee buyers in Milwaukee, having a wide choice of brands, each year, lay their money on the counter and take their choice. What factors influenced brand selection? That's a subject for sales analysis. Blanks denote years in which no study was made.

...this is another of  
10 pages in the new  
BELNAP & THOMPSON  
PRIZE BOOK, which  
is designed in the  
belief that *you* should  
get more than you  
pay for when you  
run contests, offering  
prize awards  
to *your* salesmen.

Continued from Page 38

Talent and training  
alone will not  
make you  
a prize-winning  
salesman.

You may  
sell yourself—  
sell the need—  
sell the service—  
sell the product—  
sell competitively—  
sell the company—  
and still  
wind up with  
a "So-So"  
sales record.

If you do,  
it is a tragic waste  
of fine ability...  
a waste  
that should not  
and need not be.

For the answer  
to success, now,  
is coverage.  
The answer is  
to tell your story  
to many prospects—  
to broaden your target—  
to widen your exposure—  
to meet  
the maximum number  
of potential buyers  
face to face.

This means  
self-discipline  
and application to duty.  
This means  
mature planning  
and scheduling of time.  
This means  
knowing your territory  
and working it  
systematically.

The success formula  
in selling  
is this...  
Proper presentation  
plus  
frequent presentation  
equals  
a darn good  
selling record.

Continued on Page 52

Page 51



**D**URING the twenty years that BELNAP & THOMPSON, Inc. has been privileged to assist sales managers by providing incentives for salesmen, we have learned that there are two results which management has a right to expect.

*The first result is the achievement of the immediate objective of the contest—the particular type of sales performance for which prize awards are given. This is a result to be expected—it is the one you pay for when you give incentive awards.*

*The second result of a contest ought to be a lasting improvement in the sales "know-how" of the organization. A contest calls for more conscientious application of sales techniques and sales effort—with the effectiveness of such application underscored by the contest results. Some of this increased "know-how" should be retained beyond the contest closing date . . . resulting in a permanently improved selling organization. Such a result (to the degree that it can be attained and retained) is sheer velvet to management.*

♦ The new 1948 Belnap & Thompson Prize Book—always a recognized leader in achieving "result 1" described above, now makes a bid to provide the maximum of "result 2." When you see your copy of the prize book, you will understand. *May we send you a copy today? Ask for it on your business letterhead.*

## BELNAP & THOMPSON, inc.

1516 SOUTH WABASH AVENUE • CHICAGO 5, ILLINOIS  
"INCENTIVE CENTER" • Palmer House • CHICAGO 3, ILLINOIS  
N. Y. OFFICE: 271 MADISON AVENUE • Murray Hill 6-5360 • NEW YORK 16



MAY 20, 1948

87



# NOW AVAILABLE FOR YOUR ADVERTISING THE FAMOUS CARLSON RULE

A Gift you'll be proud to give.  
A Gift they'll be grateful  
to receive.



If you sell these  
fields you won't  
find a better sales-  
building item than  
a Carlson Rule.

Lumber	Construction	Air Conditioning
Furniture	Iron & Foundries	Trucking
Appliances	Architects	Painting
Venetian Blind	Building Material	Plywood Mfrs.
Refrigeration	Engineers	Roofing
Mill Supplies	Sash & Door	Plumbing
Glass	Oil	Insurance
Steel Casting	Water Heater	and others

It's the same high-quality rule with chrome-plated case, etched steel blade and quick change feature as advertised in . . . Saturday Evening Post, Liberty and other leading national magazines. The favorite rule of millions, there is none better.

WRITE TODAY FOR PRICES, ETC.

## J. A. ROSS CO.

35 North Arroyo Parkway • Pasadena, California

### Aetna Life Insurance Company

uses

## the REPLY-O LETTER



Write to the  
REPLY-O PRODUCTS CO.  
150 WEST 22nd St., NEW YORK 11



Beat all former records!  
Go directly to your REAL  
PROSPECTS with lists  
MADE-TO-ORDER for  
your sale or promotion  
job. No stock or shelf-  
stale lists sold—each com-  
piled individually for you  
from latest sources—FAST,  
ACCURATE, PRODUCTIVE!  
TIVE! 63 years of list lead-  
ship! Write to Dept. S  
for Ponton's famous LIST  
O'TRADES.

## W. S. PONTON

635 Ave. of the Americas, New York 11  
WATKINS 9-3185, 6-7, 8-9

they wanted. Less than one out of 10 families actually bought a new car in 1947, but twice that number expect to buy a new one in 1948.

**Soaps and Cleansers:** Synthetic detergents continue to gain ground, reaching a popularity this year of 52.3%, compared with only 43.7% a year ago and 25.5% in 1946. A number of new soapless sudsers show up in the various brand tables. Water softening products have lost some acceptance, due in all probability to the increased use of detergents.

Outstanding in the walls and woodwork class is Spic and Span, which takes over top position with a gain from 6.3% to 40.8% in a single year. Few brands can parallel this rate of gain.

**Beverages:** Milwaukee, long noted for beer, shows more than nine out of 10 men as regular beer drinkers. The favorite is Schlitz, followed closely by Blatz.

Two out of three families buy whiskey for home consumption, according to the Analysis, and one out of two buys wine. Gin is used regularly by two out of five families. It is interesting to observe that in Milwaukee homes, the man of the house buys the alcoholic beverages in 88.5% of the cases. Soft drinks are purchased by virtually every family, with half the buyers ordering a case at a time.

**Homes and Appliances:** Milwaukee families are almost equally divided between home owners and home renters, with a slight edge for the renters this year. Coal is the most popular fuel for home heating, although oil continues to show appreciable gains.

Half the families now play phonograph records in their homes, double the figure shown five years ago. Nine out of 10 own washing machines and cooking ranges, and one out of two families uses an electric roaster and a food mixer. Three out of four have a mechanical refrigerator, but only 3.2% of the families own a home food freezer.

Practically every home has a radio, with most families boasting two or more. But only .4% of the homes had television sets as of the time the survey was made. One home out of every six got a paint job during the year, and some rooms were painted in half the homes.

**Smoking:** Two out of three men smoke cigarettes according to the Consumer Analysis, while better than

one out of three women smoke. The "Silver Jubilee" pages in the smoking section show significant long-time trends in smoking habits of both men and women. One out of three men smokes cigars—and women approve of their husbands smoking cigars in the majority of cases, or so say the husbands.

**Other Items:** Per cent and number of families having bank accounts continues on an uptrend, this year reaching 77.2%. Two out of three families plan to go away for a vacation during 1948, with most families planning to spend between \$50 and \$100. Scenic beauty and rest are the two most important features which families consider other than cost in choosing a vacation spot.

Numerous other subjects are covered by the Consumer Analysis. These include wrist and pocket watches, headache tablets, men's shirts, preference for downtown and neighborhood shopping, occupations, and commercial air line travel.

Court Conlee, research and promotion manager for *The Milwaukee Journal*, reports that 11 other newspapers or newspaper groups will publish a Consumer Analysis in 1948, thus affording accurate market-by-market comparisons on approximately 90% of the subjects. These papers include: *The Philadelphia Bulletin*, *The Indianapolis Star*, *Omaha World-Herald*, *Illinois Daily News papers*, *St. Paul Dispatch-Pioneer Press*, *The Sacramento Bee*, *The Modesto Bee*, *The Fresno Bee* (Calif.), *The Columbus Dispatch*, *San Jose (Calif.) Mercury Herald-News*, and *The Seattle Times*.



SALES MANAGEMENT



1. PRACTICE? "Sure," says the Jayson salesman to his wife. "Many people re-tell my sales points."



2. WILL THE SALE STICK? Has the retail salesperson really learned the complete Jayson story?



3. DOES YOUR STORY CLICK HERE? Is it a boost or bust when the Missus re-tells the "reasons why" to her dubious husband?

## Sales Meetings Too Talky? Playlets Pay Off for Jayson

Not a nod, yawn nor look of boredom could be found April 16 among the 40 odd, meeting-callous salesmen attending the all-day sales convention of F. Jacobson & Sons, Inc., New York City, manufacturers of Jayson and Excello brand shirts. Why not?

Because they were watching a playlet — about themselves. They were getting a first-hand demonstration of how they could make more money for themselves. "The play's the thing to catch a salesman's consciousness—with zing," reasons Alfred J. Silberstein, president of the Alfred J. Silberstein-Bert Goldsmith, Inc., agency which staged the playlet for the sales convention at Hotel St. Moritz, New York City. So he hired five actors and a script writer to dramatize the Jayson sales strategy.

As the playlet is enacted, the Jayson sales philosophy is passed from the salesman to the retailer, from

retail sales person to customer, and from customer to customer. The Jayson salesmen chuckled appreciatively, applauded heartily, and almost unconsciously absorbed anew their own sales story.

Underlying this dramatized selling-of-salesmen was the old and successful technique: "First tell 'em what you're going to tell 'em; then tell 'em; then tell 'em what you told 'em." The acted-out version of the Jayson sales story made it more palatable, and memorable; also, it served as anti-sleep insurance.

Prologuing the play, Mr. Silberstein told the Jayson sales force that the show would attempt to dramatize the Jayson sales philosophy in a way to help them, the salesmen, to apply it to the triple job of selling the product, guaranteeing its retail resale, and building consumer demand.

In Act I, a Jayson salesman prac-

ticed selling an account as his wife listened and questioned during breakfast. Younger salesmen were learning; older ones were honing some forgotten blades. All were absorbing the idea: Practice your sales talk.

During Act II, a retail salesperson picked up the Jayson story and re-told it in another key—for consumers. Jayson salesmen were a bit wistful during this act. If only their retailers were so good!

The final scene lifted the Jayson story from the market place into the home. Acted between husband and wife, it emphasized the climax. This final telling drove home the idea of an advantageous end-result from properly effective selling by the Jayson salesmen themselves: Increased consumer demand for *their* products.

Said Monroe L. Mayer, Jacobson's vice-president and general sales manager: "That show alerted our men for the whole convention—and for the bigger payoff in 1948. It put over the Jayson sales strategy, underscoring the significance of dealer co-operation, with the strongest medicine we've been able to brew for the past 10 years."

*Just out!*

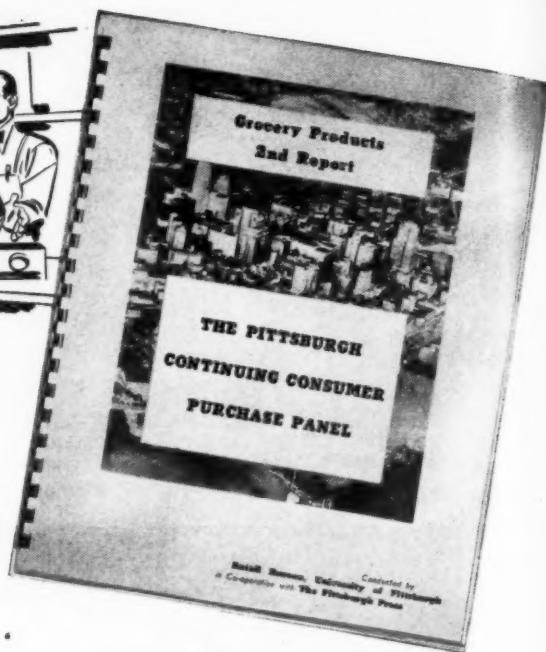


## NEW REPORT on GROCERY PRODUCTS

*from the*

# PITTSBURGH CONTINUING CONSUMER PURCHASE PANEL

*conducted by the* UNIVERSITY OF PITTSBURGH



Covers 5 months of buying activities

reported weekly by 400 families . . .

compares findings of first and second reports

Marketing men everywhere acclaimed the first report on Grocery Products from the Pittsburgh Continuing Consumer Purchase Panel . . . one of the most ambitious consumersurvey programs ever undertaken in Pittsburgh.

Now The Press brings you the second report on the Panel's grocery buying activities. It covers 5 months. It is a study of the diaries which 400 families kept of their buying activities and mailed in *weekly* to the famous Retail Bureau of the University of Pittsburgh. In addition, this report compares purchasing activities during the period it covers with similar activities in the previous period.

*Only The Pittsburgh Press brings you findings of the Continuing Consumer Purchase Panel.*

And only The Press can deliver the goods for grocery advertisers in Pittsburgh. The proof is in the space-buying of shrewd grocery advertisers. Last year, the evening and Sunday Press—exclusive of This Week Magazine—carried half a million *more* lines of grocery advertising than the other evening and Sunday paper, exclusive of supplements. Press evening editions alone carried 650,000 more lines of grocery advertising than the morning paper.

If you would like to see the second Pittsburgh Continuing Consumer Purchase Panel report on Grocery Products or get more information about grocery advertising in The Press, write or phone your Press Representative. And remember, all Scripps-Howard Representatives are Press Representatives.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



## The Pittsburgh Press

No. 1 for MARKET FACTS, too!

SALES MANAGEMENT



# Short Cuts Develop Markets Quickly for Kobe's "Free Pump"

BY JAMES H. COLLINS

The problem: To give a new product a superior sales send-off. Kobe, Inc., does it by adapting consumer promotion techniques to shorten the selling time for its oil well pump. This plan pays off in sales and company recognition.

Picture yourself in this industrial sales situation. You have a new and superior product to introduce. As an engineer, you know that buyers will recognize its merits—in time. But you want to shorten the time lag between getting buyers' attention, arousing their interest, winning acceptance, and closing sales. So your sales problem is how to give a superior product a superior send off.

Kobe, Inc., Los Angeles, found itself in just this situation last summer as it began to plan the marketing strategy for its Kobe "Free Pump" for oil wells. By borrowing freely from tested techniques for launching consumer products, Kobe has found an answer to its industrial sales problem. This answer is paying off in pump sales and company recognition.

At the start, Kobe recognized that while it is a sales advantage to have an improved product, the company nevertheless would be bucking solidly

established and adroit competition. Still in the pioneer stage, Kobe was not a top supplier to the oil industry, in fact, having then only five percent of the oil well pump business.

Kobe's new pump is a radical departure from previous conceptions of oil pumping because it has no rod or tube going down into the well. Operating hydraulically, the pump can be brought to the surface by the turn of a valve. It eliminates costly "pulling" of rods and tubes, saving downtime and lost production.

What free pumping means to the oil industry is reflected in a Kobe survey. Cost figures show a saving of 15% to 40% over other methods.

These were the facts, as Kobe found them. But before they could be used as convincing sales arguments, Kobe had to make it possible for pump prospects to get at the facts easily and quickly while the pump was still in the news. It was not

enough to have the facts; Kobe wanted prospects to use them to convince themselves of the validity of the facts. The purchase of pumps is, of course, an engineering decision. With the facts easy to get at, easy to understand, and convincing, Kobe hoped that oil products would be spurred to act upon them.

Kobe's program to get prospects to act, after their curiosity was aroused, was thoroughly planned, step-by-step, to stress the fact that pump buyers themselves are considered to be the most important factors in making purchases.

The program was developed by H. K. Browning, general sales manager, Kobe, Inc., and the company's advertising agency, the McCarty Company, Los Angeles, represented by E. H. Badger. It was aimed at the oil producer's self-interest, traded on his curiosity, and made the utmost use of the news value of the product.

## Appeal: Lower Costs

The self-interest appeal selected was the lowering of production costs, which not only promised a wider profit to paying wells, but the possibility of profitable production in marginal wells which were no longer being pumped, because costs were too high.

These points had to be interpreted specifically to producers. Vague claims were out. Sales appeals must stress owners' benefits. So six months before any advertising was prepared, Kobe's technical service division sent a questionnaire to several hundred oil producers, asking them how their operating dollars were spent. These figures were broken down into a technical cost study. They proved that free pumping saves manpower, time, and investment in pulling equipment equivalent to an average of about 25%. Rising costs of oil well pumping tended to give the lower cost of free pumping extra sales appeal.

The revolutionary nature of the pump made it news. Kobe capitalized to the utmost on this fact. Editors of business publications were told about Kobe's free pump before any formal announcement was made. Demonstrations were staged for their writers. Prepared news releases were sent to publications. The result was



"He's not in. Try the Coffee Shop downstairs!"



**Sales Management says:**  
**"LONG BEACH, CALIFORNIA**  
**RETAIL SALES \$406,000,000**  
**IN 1947!"**

That's almost \$15 Million more than was reported by the Los Angeles Bureau of Municipal Research, who base their figures on State Sales Tax Returns.

We shan't argue with either. We feel that both are reliable figures, based upon sound indices.

Sales Management also points out that Long Beach is 44th in population, and 18th in Net Effective Per Capita Buying Power.

If you want your full share of this healthy, wealthy market, you have to put your sales message in the one newspaper that provides saturated market coverage . . . the Long Beach PRESS-TELEGRAM. It's the preferred paper in over two out of every three Long Beach homes.

## LONG BEACH PRESS-TELEGRAM

Represented Nationally by CRESMER & WOODWARD, INC.

**Ful-Vu** . . . THE ONLY BINDERS WITH  
 GENUINE MIKAFILM "WINDOW SLEEVES"



**GIVE YOUR SALES STORY**

**The SPARKLE That Closes the Sale!**

### IDEAL FOR:

Proposals to Management  
 • Executive Sales Presentations  
 • Salesmen's Catalog Sheets  
 • Salesman's Price Lists  
 • Counter Sales Books  
 • Insurance Presentations  
 • House-to-House Sales Presentations

Any presentation worth your salesman's personal time is well worth presenting properly. FUL-VU Binders are available in virtually every size or shape—or can be made-to-order to suit your requirements.

Give your sales story the sparkle that closes the sale! Get samples and full details today. Call your stationery supply house or write: Cooks' Inc., 784-58 Wright Ave., Camden, N. J.

Designed and manufactured exclusively by  
**COOKS' Inc., Camden, N. J.**

PROTECTS  
 COOKS' OF

**Ful-Vu**

SYSTEMS OF  
**DISPLAY**

GLORIFIES  
 CAMDEN, N. J.

\*T.M. REG. U. S. PAT. OFF.

special articles in every important oil publication, and in many business publications and newspapers in oil producing areas.

Promptly, on the heels of this news, Kobe broke its sales campaign, leading off with double-page spreads in virtually every oil magazine reaching oil producers. The schedule comprised six of the oil journals going principally to production personnel—three national (*World Oil*, *Oil & Gas Journal* and *Petroleum Engineer*) and three Pacific Coast (*Oil*, *Petroleum World* and *California Oil World*). National publications carried an advertisement each month, and the Pacific Coast journals one every other month. This schedule is continuing through 1948.

### Ads Invite Action

Each advertisement invites action, and makes it easy to write for a booklet on free pumping. This booklet, "A New Day in Oil Well Pumping," tells the facts about the pump in general, non-technical terms. Purposely, it does not try to give all the answers. It is designed as a stepping-stone, not as a stopping point, in making sales. It offers a demonstration of a free pump in a producing well, located not far from the interested producer's own property.

This part of the program had to be planned well in advance. While the Kobe technical service division was developing facts about pumping costs, Kobe free pumps were being quietly installed in strategically located oil fields throughout the country. This was like stocking grocery shelves with a product before breaking an advertising campaign. The free pump had to be where it could be seen in action in order to fully capitalize on the advertising.

These demonstration units were kept under wraps until the news and advertising broke, and then, magically, the interested oil operator, no matter where he might be located, discovered that he wouldn't have to go far to see a free pump in action.

There was another selling advantage here, utilized to the utmost. As far as possible, Kobe field salesmen who arranged the tour to a well where the pump could be seen working, and accompanied the interested prospect, also arranged to have the producer's personnel present. This permitted the visiting oil man to ask questions of the operator, pumper, superintendent and foreman, getting their reports on the performance of the pump.

Once under way, the campaign was not permitted to lag. Advertise-

**SALES MANAGEMENT**

# Can You Name One Farm Paper?

Can you name one farm paper that has not increased its advertising rate during the war and post-war period?

You're right—it's The Weekly Kansas City Star.

Despite increasing print paper costs, higher wage scales and advances in every other phase of production, The Weekly Star has not changed its advertising rate in 17 years.

For 441,000 paid circulation the rate is \$1.50 a line, ranging down to as low as 90 cents a line. Biggest bargain in the farm paper field.

## The Weekly Kansas City Star.

**LARGEST FARM WEEKLY CIRCULATION IN AMERICA**

**441,392 Paid-in-Advance Subscribers**



ment followed advertisement at frequent intervals in the weekly publications, and once a month in the monthly magazines. This promotion was supplemented by an aggressive mail campaign. Kobe maintains a mailing list of more than 6,000 names built up by the whole organization. The first letter about the free pump sent to this list carried a self-addressed postcard on which a booklet could be requested simply by initialing and mailing.

Response to periodical and direct mail advertising was greater than anticipated. Some 2,000 letters and re-

ply cards were received in the first 90 days. Having organized to handle a large volume of requests, Kobe answered this correspondence without delay.

The free pump booklet, eight pages and cover, letter-paper size, is about half pictures and diagrams. It states that in oil well pumping in the past there have been heavy losses in money, time and oil caused by necessity of repairing and replacing equipment that involves pulling rods and tubes. Then it proceeds to show how the free pump eliminates pulling, derricks, and servicing equipment, avoids dumping

oil back into the formation, reduces downtime, and steps up labor efficiency. The various operations involved in installing or changing the free pump are pictured in photographs, and timed, to emphasize the fact that at 5,000 feet depth it can be surfaced and a new pump seated in less than two hours, and by one man.

This booklet is used as a key in the subsequent sales action. At the time it is mailed it is accompanied by a personal letter from the general sales manager acknowledging the request. Two copies of the letter were made, one sent to the Kobe division office and one to the sales representative in the area from which the inquiry originates. This is done to assure a personal contact with the inquirer at an early date.

There is an additional hook in the booklet. Instead of permitting the reader to lay it aside, a postcard, tipped in on the last page, invites him to do one of three things:

1. Write for more technical information.
2. Request a demonstration in a nearby well.
3. Ask for an estimate to install a free pump, giving casing size, depth of well, and daily production desired.

#### Only Check Mark Needed

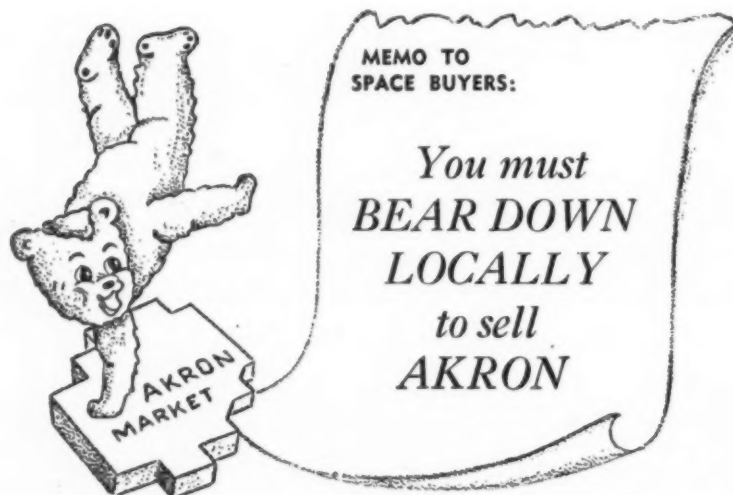
The card is so designed that a check mark is all that is needed to get further action, except in the case of the estimate, and that requires filling in only three figures. Surprisingly, a large number of operators have returned post cards requesting estimates.

When the party receiving the booklet returns a post card asking for a free pump demonstration, and/or an estimate, the necessary Kobe sales people are notified and the contact is completed as soon as possible.

In addition to the unusual nature of the free pump, the things which have contributed to the success of the advertising and sales campaign to date have been the thorough advance preparation, follow-through, and employment of sound sales techniques.

As this is written, free pump sales have exceeded advance estimates and pumps are being installed in steadily increasing numbers.

Smart timing of the campaign becomes apparent from the oil industry's estimate that 18,000 new wells—the largest in history—will be drilled in the United States in 1948. A high percentage of the 18,000 are expected to become producing wells because they are located in proven areas.



Selling Akron buyers is an inside job. Therefore, you must BEAR down locally to reap your share of this 350 million dollar market.

Like all other large cities, Akron readers read local and buy local, but there are few cities as important as Akron where ALL buyers are influenced by ONE newspaper.

Your AKRON Sales Promotions can succeed only when you place your messages in the only newspaper read by all Akron buyers.

## AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER  
REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

## Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

### NEW REPRINTS

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

### MANPOWER PROBLEMS

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

155—Morale in the Sales Force: What Can We do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

### MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

### PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

### SALESMANSHIP

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

161—Why I Lost That Order. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

MAY 20, 1948

# Artkraft\*

## DEALER SIGNS

CAN MAKE  
YOUR NATIONAL ADVERTISING

5 TIMES AS EFFECTIVE

—Increase YOUR sales 14.6%\*\*

### THEY'RE THE FINEST

[ (Certified audited records show Artkraft\* signs to be 999/1000 perfect over a period of years) ]

For over a quarter century we have regularly served leading merchandisers including Westinghouse, Frigidaire, Delco-Heat, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont, General Electric, Red & White Food Stores, and many others.

Exclusive Underwriter approved features include:

- Porcel-M-Bos'd letters raised out of heavy sheet metal. 75% more attractive and legible.
- All-welded electro-galvanized frame.
- Bonderized and baked synthetic enamel or porcelain finish.
- No exposed bolts.
- Removable streamlined front end permits access for servicing without use of tools.
- Rugged copper bus bar replaces ordinary cable.
- Positive tube mounting. Tube sections rest on (not against) tube supports, providing a definite centering where tubes enter the sign. Makes unsightly bushings unnecessary.
- A heavy duty phosphor bronze spring clip on the end of the electrode has a fork-like end opening for positive contact with the bus bar and easier removal for service.
- Cold cathode fluorescent tube grid illuminates dealer's name panel, eliminating lamp replacements.

**FREE!**

LITERATURE

"HOW TO  
SET UP A  
SUCCESSFUL  
DEALER  
SIGN  
PROGRAM"



SIGNS OF  
LONG LIFE\*  
FOR  
QUANTITY  
BUYERS

\*Trademarks Reg. U. S. Pat. Off.

\*\*Proved by actual audited research.

## THE ARTKRAFT\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation

1000 E. Kibby Street

Lima, Ohio, U. S. A.

### THIS COUPON FOR YOUR CONVENIENCE

#### THE ARTKRAFT\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation

1000 E. Kibby St., Lima, Ohio, U.S.A.

- ( ) Please send, without obligation, details on Artkraft\* signs and instructions on how to set up a successful dealer sign program.  
( ) We are interested in a quantity of outdoor dealer neon signs.  
( ) We are interested in a quantity of Porcel-M-Bos'd store front signs.

NAME .....

FIRM .....

CITY .....

# Salesmaker: Fingertip Answers for Retailers

There's no fumble, no falter when salespersons use the Super Salesmaker to demonstrate Tappan's ranges. They dial for any one of Tappan's own 24 featured sales points.

Tappan Stove Company's sales slogan, "presentation without demonstration is mere conversation," has been given added impetus with a new method of presenting the Tappan sales story—the Tappan Super Salesmaker.

This innovation is a decorative panel housing a projection unit directly above the Tappan gas range. Whenever a retail salesman gives the housewife a demonstration of the range, he merely turns the index plate, which lists 24 features of the range, and the illustration of each is projected onto the divided top.

Each illustration carries a punch line inviting the prospect to partici-

**QUIZ:** Salespersons find ready answers to prospect's questions by simply checking chart.

pate in the demonstration of that particular feature. Features may be presented in sequence used on the index plate, or any of the 24 selected at random, according to the prospect's interest.



Three factors convinced Tappan sales officials that the new Salesmaker should be developed:

1. With the introduction of the 1948 Tappan models, containing numerous sales features, it became increasingly difficult for the salesman to memorize all of the features and explain them adequately.

2. Today's retail salesman also has the responsibility of being familiar with other complicated appliances.

3. There has been a continuous and rapid turnover of sales personnel which makes the matter of adequate sales training almost an impossibility.

The Super Salesmaker was first shown during the January Furniture Mart show and received an overwhelming acceptance by sales-minded appliance merchandisers.

Among the reasons for its effectiveness are:

1. It is an attractive display that draws interest.

2. The projections are intriguing: the prospect wants to see more, so she waits for a complete demonstration.

3. Prospect may participate in the demonstration and acquire the feeling of possession.

4. Prospect sees as well as hears the demonstration.

5. Because the demonstration is complete, it convinces the prospect she should own a Tappan.

6. It trains the new salesman and "prompts" the experienced man.

7. Makes the story fun to tell: salesmen like to use it.

8. Eliminates dealer call-backs to close sales missed because of incomplete or unconvincing demonstration.



FALL RIVER HAS A

## NEW LOOK

... and it's something to look at when you get your copy of Sales Management's 1948 Survey of Buying Power. You'll agree with us that Fall River presents an even more stunning sales picture than ever before. The Herald News lineage gains (appearing in our Survey advertisement) are quite an eye-ful, too ... as evidence of advertisers' recognition of the pulling power of this newspaper.

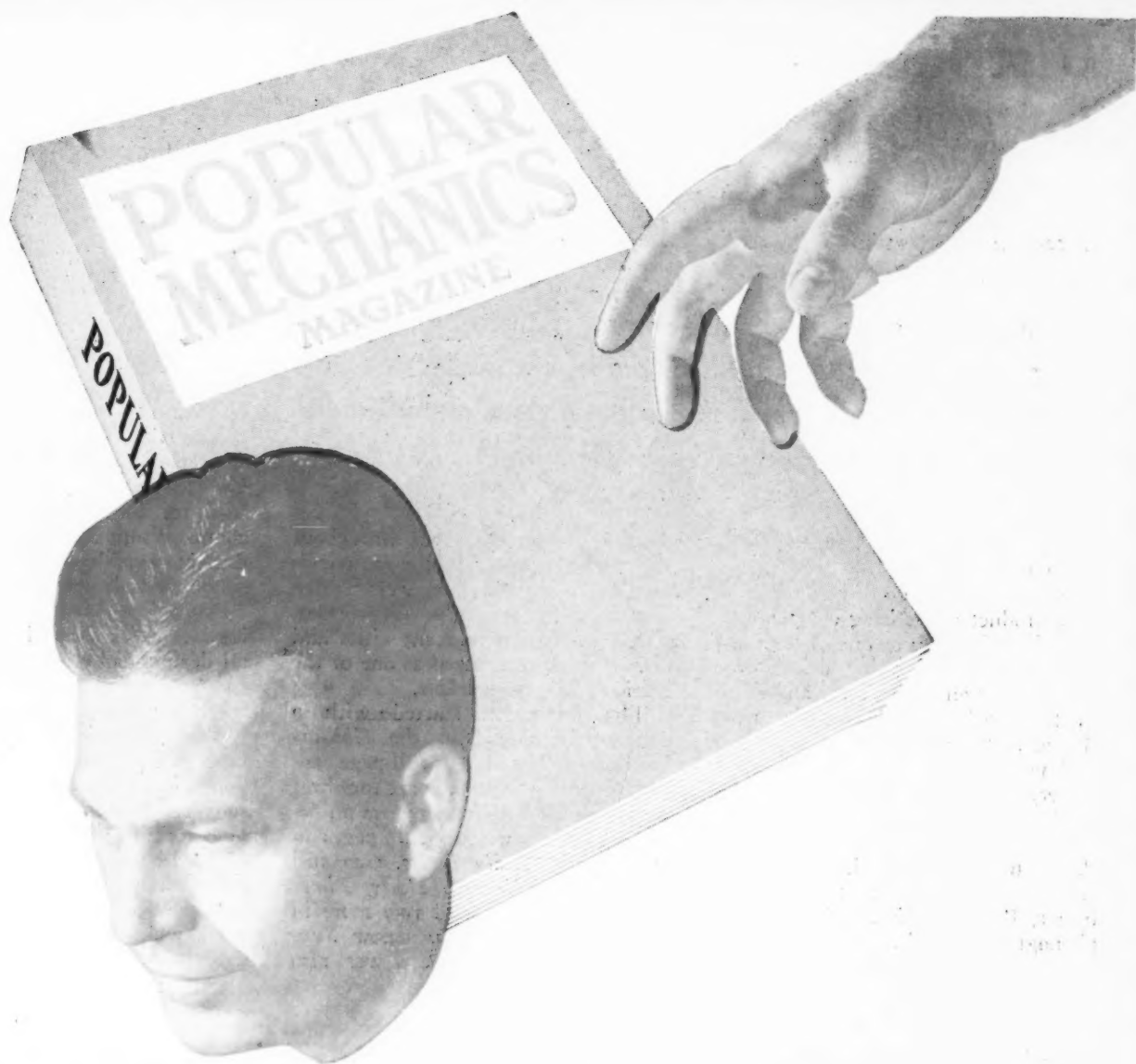
### FALL RIVER HERALD NEWS

FALL RIVER, MASS.

KELLY-SMITH CO. . . . . NATIONAL REPRESENTATIVES

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco





Your advertising gets more readers per thousand circulation in POPULAR MECHANICS because our readers—having the P.M. Mind—read ads deliberately.

**TO SELL ANYTHING MEN BUY...**

Reach the **PM** Mind

\* \* \*

★ That means ANYTHING from shoes to shampoo . . . razors to raincoats . . . ties to tires . . . watches, cars, radios, golf balls, pipe tobacco, cameras, shotguns, fishing rods, railway vacation trips—a list without end.

**More than ONE MILLION circulation . . . more than 4½ MILLION male readers**

MAY 20, 1948

# Distributor Invests \$25,000 In 21-Day Sales Drive

Based on an interview with **PETER SAMPSON • President, The Sampson Co.**

Sharing the cost with manufacturers, Sampson Co., Chicago appliance and radio distributor, stages an intensive campaign to dealers and the public, using many media. The drive marks changeover from sellers' to buyers' market.

The Sampson Co. appliance and radio distributor, in 21 days during February spent more than \$25,000 in a product advertising campaign. This is believed to be one of the most concentrated advertising drives ever launched by any distributor anywhere in the world. The manufacturers shared in the cost.

The campaign centered around a variety of specific products: Norge washers, refrigerators and freezers and ranges; Youngstown kitchens, the Hamilton clothes dryer, Universal vacuum cleaners, the Ironrite ironer, Bendix radios, and Columbia phonograph records.

The Sampson company distributes

these and other products throughout the northern half of Illinois, north-eastern Iowa, and northwestern Indiana. The territory has concentrated population in many cities and towns and is recognized as one of the Nation's biggest markets.

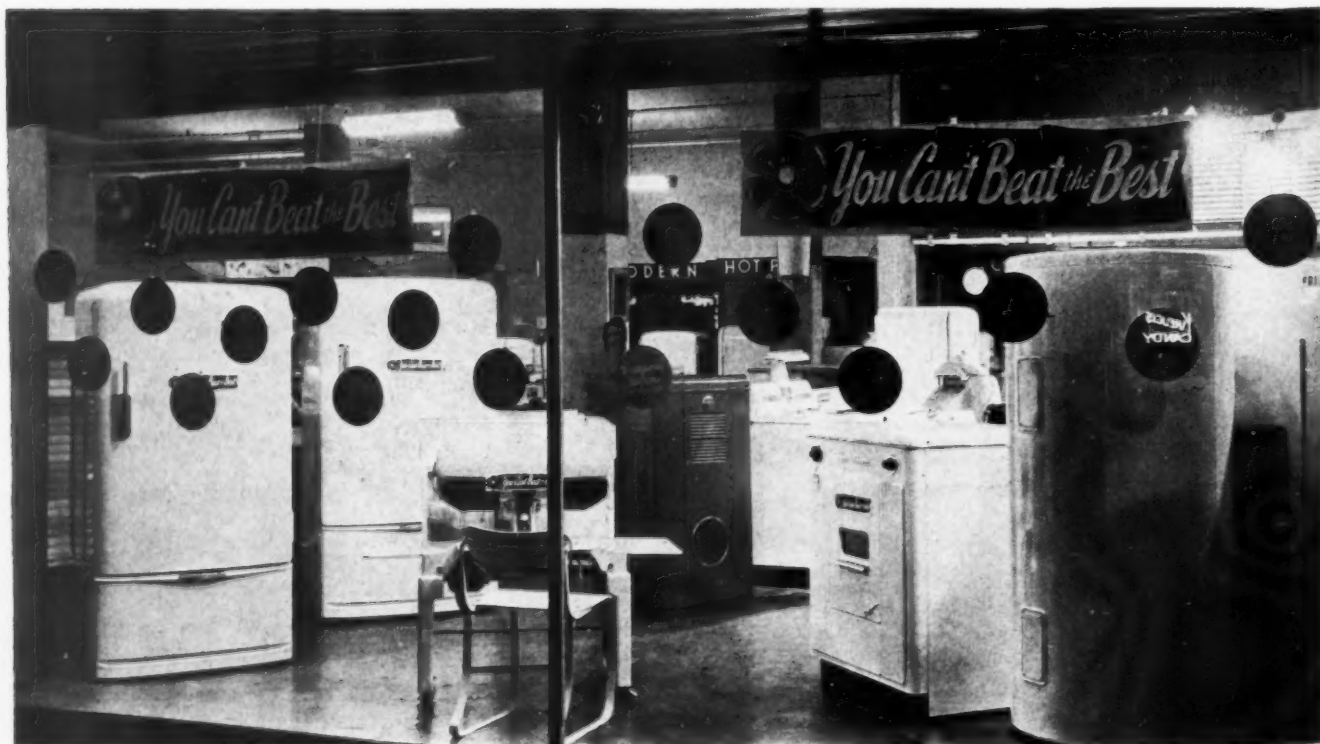
The promotion started with a double-page spread in the *Chicago Tribune* followed by full-page advertisements one week apart for three weeks, plus 1,000-line stoppers on between dates, plus two full pages in the *Chicago Daily News*, two full pages in the *Chicago Daily Times* (now *Sun-Times*) and two more in the *Chicago Daily Sun* (now *Sun-Times*). Important space was also

purchased in newspapers in Davenport, Moline, Rockford, Peoria, LaSalle, Elgin, Waukegan, all in Illinois; Gary and Hammond, Indiana; Muscatine, Iowa.

Radio stations WJJD and WIND were employed in the Chicago area, and four out-of-town stations were used for local announcements. The company supplied 30 mats for use by dealers outside of Chicago. In a single week dealers ordered more than 60,000 pieces of direct mail advertising. A check showed that 87½% of all dealers had co-operated by rigging complete window displays featuring the advertised appliances.

Prior to launching this intense promotion, the Sampson company held an "open house" in its new plant. Sampson dealers were invited to view the new home of the company on January 12 to 14 and during that period approximately 10,000 visitors attended.

"The special drive was timed to mark what we feel was the changeover from the sellers' market to the



**DEALER FOLLOW THROUGH:** Using decorations from The Sampson Co., retailers set up special displays and

plastered their showrooms and windows with "balloons" and ribbons. Salesmen wore buttons, "You Can't Beat the Best."

# Here's to **FREE SPACE** on your dealer windows...trucks... decorated with **MEYERCORD DECALS**

## AN ADVERTISING TOAST TO BUSINESS HEALTH!

3 attractive, colorful Meyercord Decals give the Duquesne Brewing Co. a perfect tie-up between rolling stock and point of sale! Double use... on trucks and windows! Double promotion value! The Duquesne Cadet serves simultaneously at thousands of dealer outlets on storefronts and interiors... or he roves the company's sales territory as truck fleet advertising. Two additional Meyercord Decals colorfully feature the 12 ounce and "steinie" bottles.



## ANOTHER MEYERCORD "FREE SPACE" BARGAIN!

Complete Meyercord Decal sign programs identify dealers by name, provide his street number, publicize special services, etc.—all in flexible, colorful combinations. As spot signs, top or bottom window valances, on storefronts or interiors...they are washable, durable, easy-to-apply... produced in any size, colors, designs. The space is free! Find out today how you can cash-in on this medium with a low-cost Meyercord Decal program. Write Dept. 42-5.



Meyercord Decals transform fleet trucks into "mobile billboards" overnight, at a fraction of hand-painting time and cost. Find out how you can make Meyercord Decals serve double duty... write today!

*Founder-Member Lithographic Technical Foundation*

**The MEYERCORD Co.**

World's Largest Decal Manufacturer

5323 W. LAKE ST.

CHICAGO 44, ILL.

**ADVERTISE • IDENTIFY • DECORATE • WITH MEYERCORD DECALS**

MAY 20, 1948



# THE DESERET NEWS

SALT LAKE CITY

*Now 7 days a week  
with a Great New*  
**SUNDAY MORNING EDITION\***

\*FIRST ISSUE MAY 16

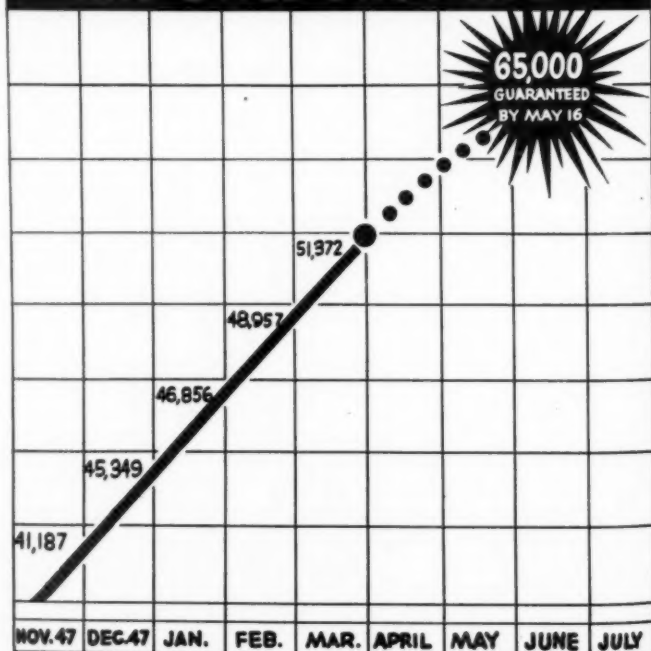
FOR years the largest evening newspaper in the six mountain states, *The Deseret News* now adds a Sunday morning edition with such circulation building features as: 8-page tabloid pictorial Rotogravure section—32 tabloid pages of the world's leading comics—16-page tabloid Farm and Garden section—8 standard pages of Society News.

Many new daily features have been added recently, resulting in the phenomenal circulation growth shown in the chart. With the *lowest milline rate* in Utah, *The Deseret News* presents the greatest advertising opportunity in the history of the intermountain west.

## **To Cover the Great Mormon Market**

... you need the coverage of the Mormon newspaper. Owned and published by the Mormon Church, *The Deseret News* reaches the dominant segments of the Utah and southern Idaho market.

**25% GAIN IN 5 MONTHS  
AND STILL GROWING**



**SAME LOW RATE — OFFERING YOU  
THE BEST ADVERTISING BUY IN UTAH**

## The Deseret News

SALT LAKE CITY, UTAH

National Representative: West-Holliday Co., Inc.



**BALLOONS:** Brand names got a big play in promotion by The Sampson Co. and its retailers through lavish use of "balloons" strung throughout retail outlets.

buyers' market," says Peter Sampson, president. "We wanted to make a lasting impression on our dealers; to wake them up and get them back to work. We felt it our responsibility as distributor to energize dealers and to point the way, by example, to a return to real merchandising methods. We felt that we had to have something out of the ordinary to accomplish that. Now that it has been done so that the record speaks for itself, we believe we have contributed something to a cause we should all espouse."

#### Promotion Kit

Preceding the campaign each dealer was supplied with a promotion kit which included a heavy schedule of point-of-sale material. In this kit were window streamers illustrated with a bright blue ribbon carrying the slogan of the drive: "You Can't Beat the Best." There were also 13 round paper balloons, each in a different color, carrying product names, to be pasted up or hung in the stores.

The packet included reproduction of all of newspaper advertisements, page and double-page, printed on huge placards with a background of royal blue and bright yellow lettering, with the ad reproductions making them a three-color job. Because of their size and coloring these placards

dominated everything in all stores where they were posted.

Each salesman was supplied with a large yellow button to be worn on his coat lapel for the duration of the campaign. The slogan of the drive, "You Can't Beat the Best" was printed in blue on the button.

#### Set of Instructions

Just before the kick-off of the campaign each dealer received a set of instructions showing him how to prepare for the "top sales and profits" which, it was predicted, were bound to come. In these instructions seven points were stressed as follows:

1. Splash the big Blue Ribbon Banner across your windows. Fill your windows with Blue Ribbon merchandise and identify each item with its proper multi-colored balloon circle.
2. Give prominent display to Blue Ribbon products on your floor. Attach to each product a miniature Blue Ribbon Banner to identify it.
3. Put up in your store the special hangers provided to display reprints of advertisements. Two sets of reprints will be supplied.
4. See that every member of your staff wears at all times, on and off the job, the attractive lapel button bearing the slogan, "You Can't Beat the Best." This will create curiosity and conversation and give you and your



"It's a

**50,000 watt boy,  
Mr. Time Buyer!"**

We're sure that this newcomer, Television Station WATV, will make a mighty valuable addition to your media family.

His new RCA 50,000-watt transmitter—the most powerful in the New York Area—will blanket America's Richest Market\* with your sales message.

You can learn more about this high-powered newcomer by calling or writing Station WATV—(and don't forget to ask about the special Pioneer Rate Plan.)

\*WATV Prospectus now available

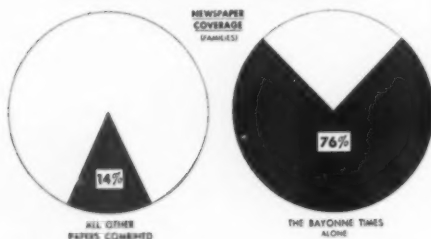
# WATV

## CHANNEL 13

TELEVISION CENTER  
NEWARK, NEW JERSEY

serving New Jersey and  
Metropolitan New York

## Bayonne CANNOT BE SOLD FROM THE OUTSIDE



These pie charts graphically show you why Bayonne cannot be sold from the outside. THE BAYONNE TIMES delivers the most concentrated coverage in New Jersey. It is a must for sustained campaigns and its close merchant-wholesaler—newspaper cooperative system makes it ideal for test campaigns... Send for a copy of THE BAYONNE TIMES Market Data Book.

**THE BAYONNE TIMES**  
NATIONALLY REPRESENTED BY  
**BOGNER & MARTIN**

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

## WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

**NOTE:** We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

U.S.A.'s LARGEST REPRODUCTION HOUSE  
WE MATCH YOUR ORIGINAL TO A "T"

**GENUINE HIGH GLOSSY PHOTOS 5 1/2¢ EA.**

Made from your negative or photo  
Unsurpassed in quality at any price.

**NO NEGATIVE CHARGE—NO EXTRAS**  
**24-HOUR SERVICE ON REQUEST**

8x10's: '7.49 per 100; '55 per 1000.  
Super-Huckster Photos (4x8): '29.50 per 1000.  
Postcards '23 per 1000. Mounted Enlargements (30x40): '3.85.

Made under supervision of famous James J. Kriegsmann.  
**ANY PRODUCT PHOTOGRAPHED, '5 Up**

**COPYART**  
Photographers  
Plaza 7-0233  
165 West 46th St.  
New York 19, N. Y.

**"WE DELIVER WHAT WE ADVERTISE"**

Transparent Plastic  
Presentation Books,  
Folders, Envelopes,  
Holders, Covers, Cases

Ask Your Stationer for our Catalog

**JOSHUA MEIER CO., Inc.**

P. O. Box 242 Cooper Station, New York 3, N. Y.



salesmen many additional opportunities to make sales.

5. Check your service records for customers owning worn-out equipment. Get them on the telephone and merchandise the campaign as a special reason why now is the time to replace obsolete appliances and radios and make important additions to the home inventory of better aids to better living.

6. Get out into the neighborhood and call on your best prospects for big-unit merchandise. Use reprints of the advertisements to show your prospects that something really big is going on and that now is the time to visit your store, see the new 1948 lines and learn all their advantages.

7. For maximum profit, get set now so that your operations will be co-ordinated with the advertising from the start. See that your stocks of available merchandise are adequate to supply the demand and make sure that every piece of promotional material is put to work, helping you to get full benefit from advertising.

On March 1, following up the promotion, Fred S. McCarthy, advertising and sales promotion manager, sent to every Sampson dealer a letter in which he said: "Congratulations for a wonderful job! The Sampson

dealers have set a record for the most outstanding job ever done in a co-operative way! It's a record we are proud of... Let's not stop now."

Then, promising continued aggressive cooperation throughout the year, he announced:

"Look for welcome news on big programs coming your way... There will be a smashing campaign on the Norge Self-D-Froster refrigerator... Another sock Universal VacCleaner surprise... An attention-getting promotional program on Proctor Toasters and Irons... A new and aggressive Youngstown Kitchen dealer-training program... and outstanding advertising and dealer promotion on Columbia records."

So enthusiastic were dealers over the promotional material and window set-ups, according to Mr. Sampson, that many of them were still using them during the first part of April. This, he points out, gives plus value to a drive which was pointed for only a few weeks.

"As I look at it, it is high time to forget the lush years we have had," says Mr. Sampson. "Now's the time to roll up our sleeves. Yesterday would have been none too soon. Now is the time to go back to work... and I do mean work."

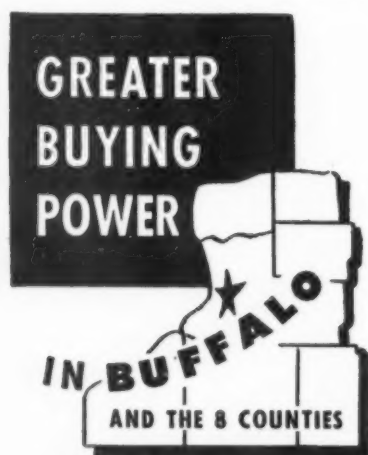


**They Know How to Talk About It:** Home office and district sales managers for Apex Electrical Manufacturing Company's new Fold-a-matic ironers take a dose of their own sales training. It's based on the idea that if a man can iron a shirt a woman is bound to find it easy.





IN  
★  
**Dallas**  
IT'S THE  
**TIMES  
HERALD**  
ASK THE  
BRANHAM MAN  
★ Why



...is represented by  
the fact that this  
city, the country's  
14th largest, is the  
9th largest indus-  
trial center.

YOU REACH IT BEST IN THE

**Buffalo  
Courier-Express**

Western New York's Only  
Morning and Sunday Newspaper  
Representatives  
OSBORN, SCOLARO, MEEKER & CO.

# Shop Talk

**The Salesmen Who Failed:** The Life Insurance Agency Management Association has made an analysis of the reasons why life insurance salesmen fail. One significant fact in the findings is this: Agents who failed in their first year in the business believe their failure was due principally to inadequate training in the field and not enough help in prospecting.

According to Dr. S. Rains Wallace, director of research for the association, analysis of questionnaires returned from 261 men representing 12 companies showed that the men, generally, were not malcontents. Said Dr. Wallace: "These men are not whining. They show a surprising good-will toward the industry in which they failed. But they do join in saying that selection and office training in life insurance knowledge are not enough. They believe they were not provided with the necessary techniques and skills for working in the field . . . they believe there is need for more learning by doing while under supervision.

"It seems probable, therefore, that lectures, movies, or even rehearsals in the manager's office will never be effective substitutes for field training. We all know that managers do not enjoy giving training in the field. However, we must now couple this knowledge with the further fact that our failures think they need it."

We might as well forget that this study was made in life insurance, and concentrate on a study of the principle involved. This same situation must explain untold numbers of failures in other industries.

**A Critic Looks at Conventions:** Some comments in this department in the April 15 issue about audience attitudes at conventions sparked a thought-provoking letter from John M. Trytten, sales manager of Seemann & Peters, Inc., Saginaw, Michigan. I quote:

"The remarks . . . concerning conventions are unfortunately true and present a question about which I have done quite a bit of thinking in the last few months.

"If you have ever attended a meeting of one of the technical or scientific societies such as The Acoustical Society or the American Standards Association, you may have noticed a tremendous contrast between these meetings and those held by sales, advertising, and other trade associations. . . The former are crammed full of long meetings on technical subjects and are heavily attended. The latter, the sales and advertising meetings, are weak on sessions involving a discussion of techniques and practices in the field and are quite strong on social activity and entertainment.

"I think the difference between these two types of associations lies mainly in the attitude the members bring to the meeting. The scientific associations, meet, unquestionably, for the primary purpose of discussing the latest developments in their fields with a result that the organized convention sessions are heavily attended. In the sales, advertising and management meetings, the primary purpose in most cases seems to be social . . .

"There is another aspect of the technical society meeting that serves not only as an evidence of the interest of the members in the meetings, but also serves to promote this interest. Generally speaking, the major papers to be presented at each of the technical society meetings are written well in advance and printed or mimeographed copies submitted to several members of the association for the pur-

pose of written discussion before the meeting is held. In many cases, the written discussion submitted by these members is also printed up in advance of the meeting so that members attending can receive, at that time, copies of the paper . . . and of the discussion. The members who have submitted written discussions in advance are expected to lead the discussion from the floor after the paper has been presented. The result is that a tremendous amount of discussion from the floor is promoted.

"Another important feature of the technical society papers is that they are generally well written and well documented with slides, charts, and other visual presentation. In contrast to this, I think the average business or sales or advertising talk is poorly illustrated . . . .

"Back of what I consider to be the tremendous superiority of technical society meetings is the fact that not only do the members consider it a great honor to be invited to present a paper, but their companies likewise generally feel this to be an honor. They support such speakers with necessary funds, equipment, and time to prepare an adequate presentation.

"I don't know whether the procedure in technical societies could be applied in its entirety to other types of professional meetings. I do feel, however, that a more professional attitude toward these meetings could be held by advertising and sales people. . . ."

**The Checquered Flag Is Up:** In short, it's the last lap on the tardy *Survey of Buying Power*. As this is written, the form sheet accounting for 556 pages and cover is peppered with red "ok's", and, barring accidents with pied type, you should receive your copy within 10 days after this issue reaches your desk. With luck, a mailing date about June 1; with calamity, about June 10.

**Tonic for Jaded Salesmen:** You can pick up some mighty fine pieces for your salesmen's bulletin by writing to Gray & Rogers, 12 South 12th St., Philadelphia, for a copy of "23 Ideas for Better Selling."

This is a booklet made up of thumbnail talks about the technique of salesmanship, and about sales attitudes, originally written by Jerome Gray for the Sharp and Dohme house magazine for its own salesmen. The reprint was prepared so that Sharp and Dohme could distribute the same material to drug wholesalers and chain drug outlets. You are privileged to reprint, with a suitable credit line.

No one knows better than the editors of SM how difficult it is to write about the techniques of selling. Salesmen, generally, are quick to detect the false note. They don't like preachiness. They won't stay with long, rambling, philosophical discussions. They tend to think in terms of specific selling situations, and, at least in the experience of SM, material which leads to principle through case-history is found to be the most helpful and profitable.

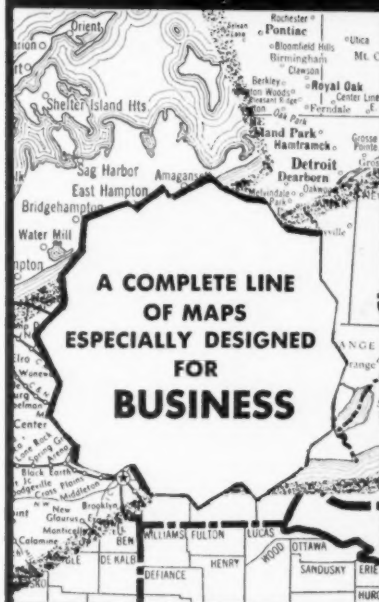
The Gray editorials pass most of these tests. I think you'll like them.

**Another Good One:** While we're on the subject of effective material for salesmen, I suggest you write, also, for a copy of "The Salesman as a Producer." You can get it from the General Foods Corp. (250 Park Ave., New York) Public Relations Department. It's a booklet based on an address by Ralph Starr Butler, v-p of the company, made before the supervisory staff of the General Foods Sales Division. The theme: The salesman's part in our economy. If you're a member of the National Federation of Sales Executives, you have already received a copy as a part of a general mailing sent out by N.F.S.E. headquarters.

**A. R. HAHN**  
Managing Editor.

MAY 20, 1948

## CLEARTYPE AND COLORPRINT MAPS



ALSO — Maps for all purposes...  
write for complete catalogue.

**AMERICAN MAP COMPANY INC.**  
16 East 42 St New York 17, N. Y.

**Sales reports don't  
bog ME  
down!**



Stymied by sales reports? Salesmen losing sales, writing reports? Then get **SOUNDScriber** . . . the new, action-producing sales tool. With **SOUNDScriber** Portables, salesmen *talk* their reports . . . dictate to handy, lightweight **SOUNDScriber** discs . . . *right in their cars* between calls, while the facts are fresh . . . or in their hotel rooms. Mail 'em pronto to the home office for your listening—or transcription by your secretary. Result? More calls. More profits. A clear track from field to factory. Get action . . . get sales . . . get the jump on competition. Send the coupon . . . **NOW!**

**SOUNDScriber**

Trade Mark  
ELECTRONIC DICTATING AND RECORDING EQUIPMENT

The **SOUNDScriber** CORPORATION, Dept. SM-5A, New Haven 4, Conn.  
Please send case histories on SoundScribers in operation.

NAME \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_



# How Effective Are Media-Sponsored Department Store Promotions?

BY JAMES C. CUMMING

Vice-President, John A. Cairns & Company, Inc.

**Answer: Plenty. Mr. Cumming appraises the sales results of retailers and advertisers tying up with eight magazines, and poses two questions for media men. If the answer is "yes," everyone has the makings of a successful promotion.**

During the past few years magazines have displayed as much interest as manufacturers in developing department store promotions. This interest has been based on a mixture of motives and objectives.

The primary interest of most of the magazines that have deliberately organized department store promotions is a simple and direct one. In selling advertising space, the publication constantly explains to advertisers that using its pages will help the retailer sell the advertised goods. The retail promotion gives clear and unmistakable evidence that the retailer knows the manufacturer's advertising is helping him to sell.

## Primary Objective

There are secondary interests, too. When the retailer keeps talking about a magazine in his own advertising, circulation in that retailer's trading area is promoted at very small cost to the publication. But the publication that loses sight of its primary objective—selling advertising space—is short-circuiting a powerful force for its own good.

This doesn't mean that good department store promotions can't originate with the editorial departments

of the magazines. Some of the best of them do.

Back in 1939 and 1940, for example, *Good Housekeeping* organized an excellent series of editorial department store tie-ups on a once-a-month basis. The promotions were planned like this:

1. Series of themes were originated—some general, some seasonal—that could be treated equally well in the publication's editorial pages and in retail advertising. Examples of such themes: "Live like a Millionaire," emphasized how, by buying little, relatively inexpensive luxuries, the person of moderate income could, essentially, live like a millionaire. "Mommie come out and Play with Me" pointed to the labor-saving devices available for home use that will let a mother spend more time with her children.

2. Full-page department store advertisements were prepared using the themes as headlines, with striking illustrations and short introductory copy. They presented the themes as the joint suggestion of the store and *Good Housekeeping*.

3. The series was offered to department stores, with the stipulation that it would be given to only one store in a city. In return, the store would use the themes to advertise only such merchandise, currently in their stocks, as had been advertised in *Good Housekeeping* during the preceding six months. Note this point carefully, because it gave this whole promotional idea its great power for selling space in the magazine.

4. Editorial articles were written on the subject of each theme, and listed the department stores that were cooperating in presenting it. The retail advertising came out simultaneously with the appearance on the newsstands of the issue of the maga-

zine containing the editorial mention.

Was this series of promotions successful? From the standpoint of the publication it was probably the most successful promotion ever organized by a magazine for department stores. *Leading stores adopted it*—such as Kaufman's, Pittsburgh; Hochschild, Kohn & Co., Baltimore; The Hecht Company, Washington. *It was a continuing proposition*—it went on month after month, with a new theme for each month, instead of being a one-time shot. *Advertisers liked it* because it gave their retailers one more reason for advertising their merchandise locally.

The promotions ended only when merchandise shortages, due to the war, made it impossible for retailers to keep on with them. In 1947 *Today's Woman* organized a series of promotional tie-ups along similar lines, with equally good results.

## Ideal Promotion

If the stores could dictate to the magazines about promotional tie-ups, what would they ask for? A year ago David Aarons, sales promotion manager of Gimbels, Philadelphia, described the kind of magazine promotion that he particularly liked. He used as an example a promotion organized by *Look*, on which he was working at the time. This was strictly an editorial promotion, and since not only *Look*, but *Charm*, *Good Housekeeping*, *Seventeen* and several other magazines have organized similar promotions, we'll describe it in detail:

For its issue of May 27, 1947, *Look* planned an All-Western number featuring California Fashions. It included eight pages of color photographs taken against California back-grounds with Hollywood starlets as models. In selecting the garments to photograph, *Look* made sure that they would all be available in sufficient volume for store promotion during May.

Accordingly, about six months in advance of the promotion, *Look* representatives called on retailers with a completely wrapped-up package. It consisted of:

1. A list of the merchandise to be



—when you use the same avenue  
of communication your  
customers do

# THERE'LL BE ACTIVITIES GALORE IN BALTIMORE

June 13-16, 1948

HEADQUARTERS—LORD BALTIMORE HOTEL

TWENTY-SIXTH NATIONAL CONFERENCE OF  
NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

## WE'RE EXPECTING YOU

at the finest NIAA Conference in twenty-six years. A well planned program offering the best in education, profit and pleasure awaits you. If you're an Industrial advertiser you can't afford to miss *this conference*.

## REGISTRATION

\$31.00 covers everything. All sessions, banquets, luncheons (Hotel extra). Send your check for \$31.00 to W. Lane Witt, 542 South Dearborn Street, Chicago, Illinois. If you're planning to bring your wife the ladies' registration fee is \$15.00 additional.

## HOTEL RESERVATIONS

Write direct to L. H. Denton, 1714 O'Sullivan Building, Baltimore 1, Maryland. All conference hotels located within two blocks of each other.

Watch your NIAA mail for further details and in the meantime make your reservations NOW. You can take it from us, "There'll be Activities Galore in Baltimore!"



**SUNDAY, JUNE 13**  
Registration—Board of Directors' Meeting—Golf Facilities—Cocktail Party—and a special surprise for Sunday evening.

**MONDAY, JUNE 14**  
Registration—NIAA Business Meeting—Industrial Luncheon—Putman Panels and Attendance Awards—Six Clinics running concurrently—Publishers' Reception and time to play, Baltimore fashion.

**TUESDAY, JUNE 15**  
General Session—Luncheon—McGraw-Hill Award. More Clinics on Ad Production, Export Advertising, Public and Employee Relations, Direct Mail and Shows and Exhibits. — Annual Banquet and Show.

**WEDNESDAY, JUNE 16**  
General Session with top-notch speaker for half day.—Conference wind up and more time for golf, dining, dancing and sight seeing. Be sure to bring your wife. There'll be a full round of activities to keep her busy and delighted.

**EKCO** has the  
premiums and the  
**IDEAS**



Here's how  
one food miller got  
**LARGER ORDERS FROM**  
**94% OF HIS DEALERS**

Perhaps *your* problem is similar to the one which confronted this food miller. He was losing consumer sales and point-of-sale product display because his dealers weren't ordering large enough quantities of his special mix to tide them over between regular deliveries. Their shelves were bare part of the time. We suggested a "dealer loading" premium plan—a 3-piece kitchen tool set for the dealer with any order of 5 cases . . . a 6-piece set with orders of 10 cases. *Result: 94% of his dealers accepted the incentive. 83% earned the more valuable premium. Sales zoomed in proportion to the increased availability and display of the product!*

Our premium counselors have created many successful plans for *all* kinds of business . . . they can help you with *your* sales problem, too. Call, write, or wire our *Special Accounts Division*.

**Bob Wilson**

Sales Manager  
Special Accounts Division

**EKCO PRODUCTS COMPANY**  
1949 N. CICERO AVE., CHICAGO 39

108

featured, and the sources from which the store could buy it. The sources included such leading California manufacturers as Viola Dimmitt, Mabs of Hollywood, Koret of California, Jantzen Knitting Mills, Tabak of California, and Marjorie Montgomery.

2. The layouts for the pages in the magazine, to show the stores the importance *Look* attached to the merchandise and the impact of the editorial feature on customers.

3. Suggested layouts for the advertising pages and other promotional units which stores could use in supporting the promotion, including ideas for window displays and fashion shows.

4. A blow-up of the cover of the magazine arrived later, for use in department displays and window displays. So did additional bulletins that kept the store's executives abreast of the newest developments.

This was primarily a fashion promotion, but its scope was actually store-wide because the merchandise covered included not only fashions but also men's wear, children's wear, boys' wear, negligees, and even furniture, china, linens, and sporting goods. How much stores liked it is attested by a list of some of the retailers who participated:

Brandeis, Omaha  
Bamberger's, Newark  
The Hecht Co., Washington  
Burdine's, Miami  
Donaldson's, Minneapolis  
Meier & Frank, Portland  
Frederick & Nelson, Seattle  
Gimbels, Philadelphia  
Crowley, Milner, Detroit  
John Gerber Co., Memphis  
Burger, Phillips, Birmingham  
Famous-Barr, St. Louis  
The May Co., Los Angeles  
Crosby Bros., Topeka  
Yunker's, Des Moines  
Sage-Allen, Hartford  
Gertz, Jamaica  
Hochschild, Kohn & Co., Baltimore

The only sour note in a promotion



You can spread the prestige of your products in the magazine acknowledged the biggest success

of this type might come from the business office of the magazine. It would come in the form of a question: Does it sell advertising space? The answer might be found in the fact that few, if any, of the California manufacturers on the source list are advertisers in *Look*.

*Life* has done the thing differently, staging store-wide promotions of products advertised in *Life*, and doing it in store after store. The job has been done by giving the retailers elaborate, traffic-bringing display material for interior and window use. It must have appealed strongly to the business office. The only drawback is that in each case it's essentially a one-time shot. There's no automatic continuity to the performance.

Every year for the past four years *The Saturday Evening Post* has staged a Father's Day promotion that has been increasingly successful. It has resulted in more than 20,000 local window displays, and last year 480 stores used over 1,000,000 lines of their own advertising space to feature it.

### Father's Day Promotion

In its June 7, 1947, issue *The Saturday Evening Post* kicked off the promotion consumer-wise with this double-spread advertisement in two colors:

### Remember "Dear Old Dad"

Every dad has his day, and that day is June 15! If you're wondering what to give him for Father's Day, wonder no more. The stores listed on these pages have their shelves heaped high with wonderful gift suggestions—items you've seen advertised in the pages of the *Post*—gifts that are sure to bring joy to Dear Old Dad!

And as an added gift, they will also give you a wonderful FREE booklet for fathers. It's entitled DAD'S FAVORITE SELECTIONS, and that's exactly what it is: 64 pages of cartoons, brain-twisters, anecdotes and other entertaining material specially selected from the pages of *The Saturday Evening Post*. It will provide plenty of laughs for Dear Old Dad and every member of the family.

Stores from Alabama to Wyoming were listed under the heading "Run, do not walk to any of these leading stores for your free copy of Dad's Favorite Selections." Most were department stores, although men's specialty stores in many cities took part in the promotion.

The stores made liberal use of advertising mats supplied by the *Post* headed "Remember Dear Old Dad," "Father's Day gifts don't have to have Whiskers!" "Here are some of Dad's Favorite Selections," or "Here's how to keep pappy happy

SALES MANAGEMENT





## Big Board...

for smart Midwest farmers! . . . It helped save Howard Van Wyngarden, of Monroe, Ia. in a single year . . . 97 miles in milking, 187 miles handling milk, 135 miles distributing stock feed, 218 miles tending hogs, 91 miles feeding and watering hens—trimmed his yearly job trek from 1,092.6 miles to 344.5, saving the airline distance New York to Chicago . . . cut seventy-three 10-hour days off his time costs!

A plot of the farmstead is pasted on a plank, with a small nail at the site of every job. The farmer records his trips by threads stretched from nail to nail . . . studies duplication and waste travel. With re-arrangement, simplification, extra machinery and better methods, he can reduce distance, effort and time. To learn how motion and time studies improve the business of farming, . . . read "You Walk Too Much", in the May issue, **SUCCESSFUL FARMING**, page 22.



**Bird watchers** . . . Friends in feathers add millions to farm profits . . . eat injurious insects, destroy weed seeds . . . even hawks keep down rodents and rabbits . . . "Farm Birds Are Good Neighbors," page 31.

**Billion lives lost!** . . . Polymyxin recently isolated from soil microbes by research workers is saving human lives where penicillin and streptomycin failed . . . "A Billion Lives Sacrificed for One Ear of Corn!," page 24.



**Most missed market** . . . The best of the nation's farmers in the 15 Heart States read few general magazines, listen lightly to networks . . . are reached by **SUCCESSFUL FARMING** with 1,200,000 circulation, among farmers with best soil, highest yields, largest income . . . 1947 gross, \$9,890 (excluding gov't payments) . . . \$4,000 above the U. S. farm average.

Peak production, savings, and demands make SF readers today's best class market . . . without which no national advertising is really national. Full facts, any office . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



at home." They read *Post* scripts or played *Post* platters on their radio time. They used *Post* displays in their windows. They distributed more than 2,000,000 copies of "Dad's Favorite Selections" from special booths supplied by the *Post*.

But best of all from the viewpoint of the magazine, they displayed, advertised and otherwise promoted appropriate Father's Day gift suggestions advertised in the *Post*.

What do stores think of promotions such as this? One store reported sales 23% ahead of the year before. Henry C. Lytton & Co., leading Chi-

cago men's store wrote: "The booklets were a big factor in increasing store traffic. We hope to have the privilege of sponsoring this promotion next year." Block & Kuhl, Peoria, said: "Our hook-up with *The Saturday Evening Post* has been one of the most profitable we have ever had. Customers asked for the booklets long before Father's Day." Younker's, Des Moines, commented: "Our customers definitely went for the booklet 'Dad's Favorite Selections.' It brought a lot of additional traffic into our men's department."

### Value of Continuity

It's important to note that a promotion such as this has continuity. It goes on, year after year, as long as the publication wants to continue it.

Many other good magazine promotions in department stores could be cited as examples. *Esquire*, too, stages successful Father's Day tie-ups. *The American Home* has organized good promotions in cooperation with retailers' home furnishings departments. *House Beautiful*, with its "Better Your Home, Better Your Living" campaign cooperated with stores in doing a great deal for the entire industry in which most of its advertisers operate.

But this boils down to this:

If you're running a magazine, and if you're jealous of the "mentions" other magazines get in department store advertising, you may decide to organize some promotions of your own with retailers. Before you do, however, ask yourself these two questions about each promotion:

1. Is the promotion based on an idea that will be popular with retailers so they will want to use it?
2. Will the promotion help the business office to sell advertising space in the book?

If your answer to both questions is an enthusiastic "Yes," go right ahead. You have in your hands the makings of a successful venture.

(With this article Mr. Cumming concludes his series on selling to the department store market. Previous articles appeared in SM for the following dates: Sept. 15, Oct. 15, Nov. 20, Dec. 15, all 1947; and Jan. 15, Feb. 15, Mar. 1 & 15, Apr. 1, and May 1, all 1948. These articles, together with some additional material, will be published in book form, under the title "The Keys to Selling Department Stores," by Fairchild Publishing Co., 8 East 13th St., New York, N. Y. The price will be \$3.00. Address all inquiries to Fairchild, please, NOT to SALES MANAGEMENT.—The Editors.)

### IS YOUR ADVERTISING—DIRECT MAIL RUN DOWN?



- Could your Direct Mail or Advertising use a shot in the arm . . . some fresh copy to stimulate greater response . . . a new twist to your sales story?
- If you feel that you are not getting the most out of your present advertising and direct mail program, why not consult us. It costs you nothing to see and hear what we have to offer.
- We are a two man team, chock-full-of new ideas for advertising, direct mail, and promotion. Permit us to analyze your current advertising or direct mail problems and we will submit our ideas for your approval. Write box 373, Sales Management, 386 Fourth Ave., New York 16, N. Y.



Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.



# The Baby Product that Became a Line Leader

Based on an interview by Bernard G. Priestley with  
**HARMON P. ELLIOTT** • President, Elliott Addressing Machine Co.

It's the Addresserette, pint-size version of Elliott's bulk addressing machine. Pen-weary club secretaries are natural leads in their concerns for purchase of office-size machines.

Less than a year ago, the Elliott Addressing Machine Co., Cambridge, Mass., brought out a new product, the Elliott Addresserette, retailing for only \$45. Since then, more than 5,000 Addresserettes have been sold. But, in the opinion of Harmon P. Elliott, president, the Addresserette merely has a toe hold in the potential market.

Not only in price, but in size, simplicity of operation, and market appeal, the Addresserette is the antithesis of its forerunners in the addressing machine field. Moreover, the sales strategy behind the Addresserette represents a new approach to the sale of addressing machines.

In a sense, the Addresserette has become a line leader. Elliott has traced sales of thousands of dollars worth of its larger-size addressing machines to users of its Addresserette.

Success of the Addresserette has prompted Elliott to bring out another lower-price machine and sell it in a similar way. This is the Cardvertiser, a device for imprinting sales messages on the backs of post cards.

## Large Machines Featured

Until Elliott brought out its Addresserette, the company had made addressing machines almost exclusively for organizations mailing from 1,000 to hundreds of thousands of pieces at one time. Because they were built to handle big jobs, these machines bore price tags from \$250 up.

In looking for new markets to tap, Elliott's president, Harmon P. Elliott, found through personal observation and research that there was a real need for a simple, inexpensive addressing machine for the smaller retailer, the club secretary, local church organization, the school, the hairdresser, and numerous other individuals and groups with a mailing list of a few hundred names.

The company knew that many people who have a voice in the purchase of addressing machines for their com-

panies are active in various social groups, where hand addressing of even a few hundred names usually is a chore. By creating a machine, inexpensive enough for most organizations to buy, simple enough for volunteer labor to operate, and cheap to maintain, Elliott realized it would be creating good-will that would be helpful in the sale of larger units.

## Made to Fit The Market

With these groups in mind as solid prospects, Elliott brought out its \$45 Addresserette, weighing only 17 pounds, light enough for easy carrying. It's a true descendent of the Elliott line. The Addresserette uses an inexpensive paper stencil, easily cut on any standard typewriter. Although the stencil is somewhat smaller than that used on the larger machines, it measures 1½ by 3 inches, large enough for a full address. The only fundamental differences between its operation and that of the larger models are that it is not power-operated nor automatically fed. Yet it can be worked speedily and efficiently with a minimum of physical effort. The feeder will hold up to 125 stencils at a time.

Before the Addresserette went into production, the question naturally arose as to how it might be sold and distributed most effectively. This posed a real problem. The company's regular sales force had always sold big machines to large companies and organizations. The regular sales force was not in touch with prospective users of the Addresserette. It would not be practical or economical to switch them back and forth between the selling of small and large machines.

Then how could prospective purchasers of Addresserette be reached most effectively? Why not through the 10,000 office supply dealers in the nation? Wouldn't they be glad to take on the potentially fast-selling little machine? Wouldn't they wel-

THE LIGHTER-WEIGHT  
PROJECTOR YOU WANT!  
NEW



## Theatre-in-a-Suitcase

16mm. SOUND PROJECTOR,  
AMPLIFIER, SPEAKER AND  
SCREEN . . . ALL-IN-ONE SMALL,  
COMPACT CASE WEIGHING  
LESS THAN 31 lbs.

Today's Greatest Value at ONLY \$325.00

Highest quality 16mm. sound projector in the lowest price field—the DeVry "BANTAM" is a truly champion performer. Brilliant 750-1000 watt illumination, thrilling life-like sound! See it and be convinced!



DeVry "Bantam" has adequate illumination (750-1000 watt) for auditorium projection.

DEVRY CORPORATION SM-E5  
1111 ARMITAGE AVENUE, CHICAGO 14, ILL.

Please send complete details on the DeVry "Bantam".

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_



Only 5 Times Winner of  
Army Navy "E" Award  
for Motion Picture  
Sound Equipment

DEVRY

1111 ARMITAGE AVENUE, CHICAGO 14, ILL.

**COPELAND**  
CREATES  
**DISPLAYS**  
THAT  
**MERCHANDISE AND SELL**

COPELAND DISPLAYS, INC.  
537 W. 53rd St.  
New York City 19

SEND FOR FREE PORTFOLIO



# Get more work out of your catalogs!

- Your catalogs can work harder than you ever thought possible.
- They can do a better job of capitalizing interest aroused by your advertising.
- They can make more opportunities for sales calls.
- They can cut down the cost of getting orders.

How?

By being designed specially for the people who will use them — so that your prospects will get what they want to know quickly, easily and convincingly.

By getting into the hands of all of your important prospects now—without waiting to be asked.

By staying on the job — always findable in a few seconds, whenever needed.

Making catalogs work like that is Sweet's specialty. This custom catalog service has helped hundreds of well known manufacturers improve the performance of their catalogs. If your products are bought in any of the industrial markets, maybe we can help you too.

We would like to find out. Would you?

## Sweet's Catalog Service

Division of F.W. Dodge Corporation  
119 West 40th Street, New York 18, N.Y.



come an opportunity to add to their volume and profits by selling supplies also for the Addresserettes (supplies for the bigger machines are sold direct)?

When the first Addresserettes came off the assembly line, Elliott's branch sales managers arranged to demonstrate them at local gatherings of office supply dealers, either at regular or special meetings. The simplicity, ease of operation, and other advantages of the machines were more or less obvious. The price was inviting, too, as was the liberal commission.

These introductions were supplemented by a direct mail campaign emphasizing that the Addresserette was not only the cheapest real addressing machine ever offered but it was surprisingly efficient—just the time and effort-saver for people making small mailings. The fact was stressed that the company was making a radical change in its long-established distribution methods as far as the Addresserette and the supplies for it were concerned.

Various dealers put a machine or two in their windows. Others gave them prominence in counter displays. Sales began at once. Now they are gaining momentum.

### Subtle Sales Promotion

As stated by Mr. Elliott, the Addresserette gives great promise also of proving outstandingly successful as a producer of indirect sales. For instance, the wife of the office manager of a large manufacturing plant was secretary of a women's club. She bought an Addresserette for mailings to the club members. Her husband saw her working the little machine at home. Result: The company soon bought \$8,000 worth of Elliott's bigger machines.

Strange as it may seem, it was in large part because the Addresserette was selling *too well* in many instances that the Cardvertiser was brought into the picture. In their eagerness to push the Addresserettes, office sup-

ply dealers sometimes sold them to persons or organizations having mailing lists running from over a thousand names to many thousands. The little machines were never intended for such service; automatic power machines should be used.

### History of Cardvertiser

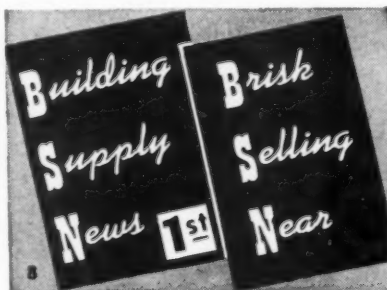
Going back a bit, the Cardvertiser really had been on the market for about five years. But it was not produced for a long period during the war because the company was engaged in making automatic rifles. Selling for \$225 for an entirely automatic model, the Cardvertiser can be used both to illustrate and print the reverse side of a postal card and to address the front side, or to address other smaller mailing pieces. Illustrated messages can be produced by use of an Elioscope outfit, consisting of a special postal card size paper stencil, a holder, styluses and other articles. These supplies costs only \$6.

Such Cardvertisers as had been sold under war conditions had been marketed through the regular sales force calling mostly on users of large machines. The demand for it had been satisfactory, under the circumstances. In fact, more than 20,000 had been marketed. It had used the 2 by 4½ inch paper stencil employed on the other Elliott machines for addressing. As in the case of the big machines, supplies were purchased directly through the company.

Why not switch the Cardvertiser to the new field? Being automatic, it could be used as an "in between" machine for persons or organizations having several thousand addressed pieces to send out at a time, but not particularly needing the bigger machines. Also, it would provide both "in between" and smaller users an effective means for getting out illustrated sales and other messages.

The Cardvertiser will be sold henceforth through the office supply dealers; so will supplies needed to operate it. The only important change in the original machine is that it has been remodelled to take the smaller address stencils (1½ by 3 inches) used on the Addresserette. This, of course, will enable the dealer to sell the same stencils for the Cardvertiser or the Addresserette.

Mr. Elliott is confident that the new method of marketing the Cardvertiser will bring results fully as good or even better than in the case of the Addresserette. He also anticipates that it will bring an increasing number of indirect sales of bigger machines just the way the Addresserette is doing.



The fight is on for the same dollar. It's a healthy fight. Make it profitable. Use the 1st paper

# Tips



**It All Depends . . . on You —** on the industry you represent and on your plans for its future. If you are among those manufacturers, wholesalers or business executives who are contemplating new enterprises, or expanding old ones, then perhaps the territories briefed below are for you. In these days, with the increasing trend toward decentralization in so many industries, it may be a good idea to gather material about possible locations *now*. Here are five of the ready-reference publications being made available currently to business executives:

**"A Handbook of Facts About West Virginia and Its Industrial Opportunities."** Ample natural resources, combined with strategic geographic location, seem to be stressed as West Virginia's forte. The booklet presents facts and figures on the state's unlimited reserves of high-quality bituminous coal and natural gas, as well as its supply of petroleum, limestone, brines and rock salt, sand and gravel, clays and shales. There's a chart with specific data on the state's major streams. On the whole, the publication is generously illustrated with charts and photographs. The address for your copy: West Virginia Industrial and Publicity Commission, Charleston 5, W. Va.

**"An Open Book—The Facts Concerning Industrial Advantages in Massachusetts."** According to the Census of Manufactures of 1939, Massachusetts had 9,007 establishments employing 460,674 wage earners. And this booklet goes into interesting detail on the various aspects of its labor—classification of labor supply, labor union membership, strike records, etc. The brochure also includes facts on the state's taxation, markets, transportation, finance, and its diversification of industries. Many of the statistics are analyzed graphically. The address: The Massachusetts Development and Industrial Commission, 20 Somerset St., Boston 8, Mass.

**"Factors Favoring Business Expansion in Oklahoma."** If you want to know the physical or population characteristics of Oklahoma, or its housing,

manufacturing, agricultural and trade aspects, this is the booklet to read. It contains all basic data of interest and value to businessmen and sales executives. There are maps on its market location, the wholesale market, retail sales, income, buying power, distribution facilities, employment, etc. Forty-two percent of the

wage earners in Oklahoma are employed in the service industries (transportation, trade, utilities, etc.), 35% in agriculture, 18% in manufacturing, and 5% in domestic service. Send requests for the publication to the Oklahoma Planning and Resource Board, State Capitol Bldg., Oklahoma City, Okla.

## Philco Gets Howard G. Ford Award



**THE WINNER:** James H. Carmine (center) vice president in charge of distribution for Philco Corporation received for his company the 1948 Howard G. Ford Award of the Sales Managers Association of Philadelphia April 27 from Melvyn F. Foeller, chairman of the Association's award committee. Mr. Ford of the W. H. Hoedt Studios, Inc. is at the left. Annually since 1935 his award has been given to "—that company in the United States which, during the year, has made the outstanding contribution in scientific distribution of goods and services, with particular emphasis on sales management." This year for the first time Mr. Ford carved, polished and mounted the plaque with his own hands . . . "and cut my fingers doing it", he told SM. Mr. Carmine has hung it in the Philco board room.

"Television in Action", a Philco demonstration, followed the presentation dinner which had celebrated the Association's 37th anniversary with R. H. DeMott of SKF Industries, Inc. presiding and President J. Niel Adam of the Association delivering the address of greeting. The demonstration showed the 700 dinner guests a fully equipped TV studio on the stage televising live talent including Bert Wheeler, Paul Whiteman (as an actor, not a band leader) and other entertainers. Sixteen Philco receivers around the ball room of the Bellevue-Stratford Hotel reproduced the results so that the diners could watch both the stage and the nearest receiver. The program was created and staged by Hutchins Advertising Co. and the staff of the Philco television station WPTZ.

(Continued from page 42)

ing to patronage.

If the income tax exemption provision in the Internal Revenue Code were repealed, it would mean, in the opinion of Treasury Undersecretary A.L.M. Wiggins, additional yearly Federal revenue of only between \$10,000,000 and \$20,000,000.

This is, of course, only a small drop in the bucket of the total tax income. It explains why cooperative income tax exemption is the tail and not the dog of this tax controversy. It explains why Homer E. Marsh, research director of NTEA, wrote *The Wall Street Journal* on Feb. 20, 1947: "The fact is that complete legal exemption gives so little advantage that the repeal of section 101 (12) (of the Internal Revenue Code) would make practically no difference to most of the presently exempt co-ops and would add only a drop of revenue to the Treasury."

The big fight centers around the tax status of patronage refunds or dividends.

#### Issue: Freedom from Taxes

Ben C. McCabe, then NTEA president, told the House Small Business Committee of the 79th Congress that "the freedom of patronage dividends from tax liability is the main issue . . ."

Garner M. Lester, then vice-president and now president of NTEA, told the House Ways and Means Committee last November that "the whole issue of competitive income tax equality revolves . . . around a single question: What is the true character of patronage dividends?"

Mr. Lester declared the NTEA position to be that "a patronage dividend is a share of over-all profits, and is taxable as income."

The major NTEA objective was stated by Mr. Lester as follows:

"Corporate income subject to the Federal income tax must be specifically defined in the Internal Revenue Code to include 'patronage dividends' in any form, thereby terminating Treasury rulings which permit their exclusion or deduction from taxable income."

Now, a patronage refund is like a rebate, or refund of an overcharge. It is like a "dividend" you get after you pay your insurance premium. It is, in a cooperative, money which belongs to the cooperative's patrons, money which the cooperative has left over after having acted as a buying and/or selling agent for its patrons and after having performed other contractual duties for them.

For rather obvious reasons, coop-

eratives do not pay an income tax on that portion of their savings which belongs to their patrons. Income which belongs to a cooperative's patrons is not income to the cooperative. The cooperative has had those funds only temporarily; it has acted merely as a pipe line through which the income has flowed.

Now, unless you propose to violate the 16th (income tax) amendment to the Constitution, you cannot tax as net income that which is not net income.

This is not just what the co-ops say. It is what the United States Treasury, under both Republican and Democratic administrations, has said. It is what the United States tax courts have said, again and again and again.

The fact that cooperative patronage refunds are excluded from gross income is, then, not a matter of tax dodging. It is simply a matter of right and equity.

Here is the way the cooperative position on taxation of patronage refunds was put by Eugene L. Hensel, counsel for National Association of Cooperatives, before the House Ways and Means Committee:

#### Profit: Income of Patron

"If, prior to the receipt of money by the cooperative corporation, there are in existence contracts between the cooperative and its patrons whereby the cooperative is unequivocally bound to pay, refunds, or return to the patrons all excess of receipts over expense, such excess receipts are the property of the patrons, and not the property or income of the cooperative corporation.

"Such income does not escape taxation. It is taxed in the hands of the patron, where it properly should be taxed, to the extent it constitutes net taxable income of the patron. (And this is true whether the income is in cash or stock or script.)

"The effect of the organization and operation of true cooperatives is not to avoid or escape taxation, but to shift the point at which the tax is assessed."

This position has been upheld time after time by the Treasury Department and the Bureau of Internal Revenue and the courts.

But the NTEA proposes to have Congress declare that in the case of cooperatives that which is not income is income. Jerry Voorhis, executive secretary of The Cooperative League of U.S.A., puts it this way:

"Cooperatives should be dealt with, according to their enemies, by estimating how much profit a cooperative would have made if it had

been another kind of business, and taxing the cooperative on that non-existent amount. How would these gentlemen like it if the Congress said with similar logic, that whenever a businessman loses money it is his own darn fault and that he should be taxed on the profit he might have made if he had made it."

Let me emphasize at this point, that tax freedom of patronage refunds is not a special privilege granted to cooperatives. Aside from the exemption section, the Federal tax law contains not one line or sentence which can be construed as providing for any difference in the tax treatment of cooperatives.

#### Co-ops Pay Income Taxes

Midland Cooperative Wholesale, for example, and all other non-exempt cooperatives pay income taxes under the same laws, the same rates and the same rules as any other corporation. Midland paid \$152,000 in Federal and State income taxes for 1947. It paid income taxes on all funds not distributed or allocated to its patrons. All other non-exempt cooperatives do the same. They do not pay income taxes on proceeds which belong to their patrons for the simple reason, as stated before, that those funds represent income to the patrons, not to the cooperatives.

Since nearly all of a cooperative's savings for the business year are distributed or allocated to its patrons on the basis of patronage, the income tax paid by the cooperative naturally is not so large as that of a corporation which does not refund any of its profits. There is nothing unfair or dishonest about this; it is simply a question of net income.

Let me repeat in this connection that cooperatives are not being granted any special favor. As *Fortune* magazine has said: "Any company may, if it so specifies in advance, rebate all or a part of its profits to its customers without paying a tax on the money thus rebated. It does not need to call itself a cooperative in order to gain tax exemption on its contractual obligations."

The Treasury Department, too, has told the House Ways and Means Committee: "The exclusion of patronage dividends from corporate gross income is not the exclusive privilege of cooperative associations. Any corporation making payments to its customers under the conditions prescribed by the Commissioner of Internal Revenue and the courts is granted the same treatment."

It is frequently stated that the growth of cooperatives is due to their



# MAGNI-CAL-RULE

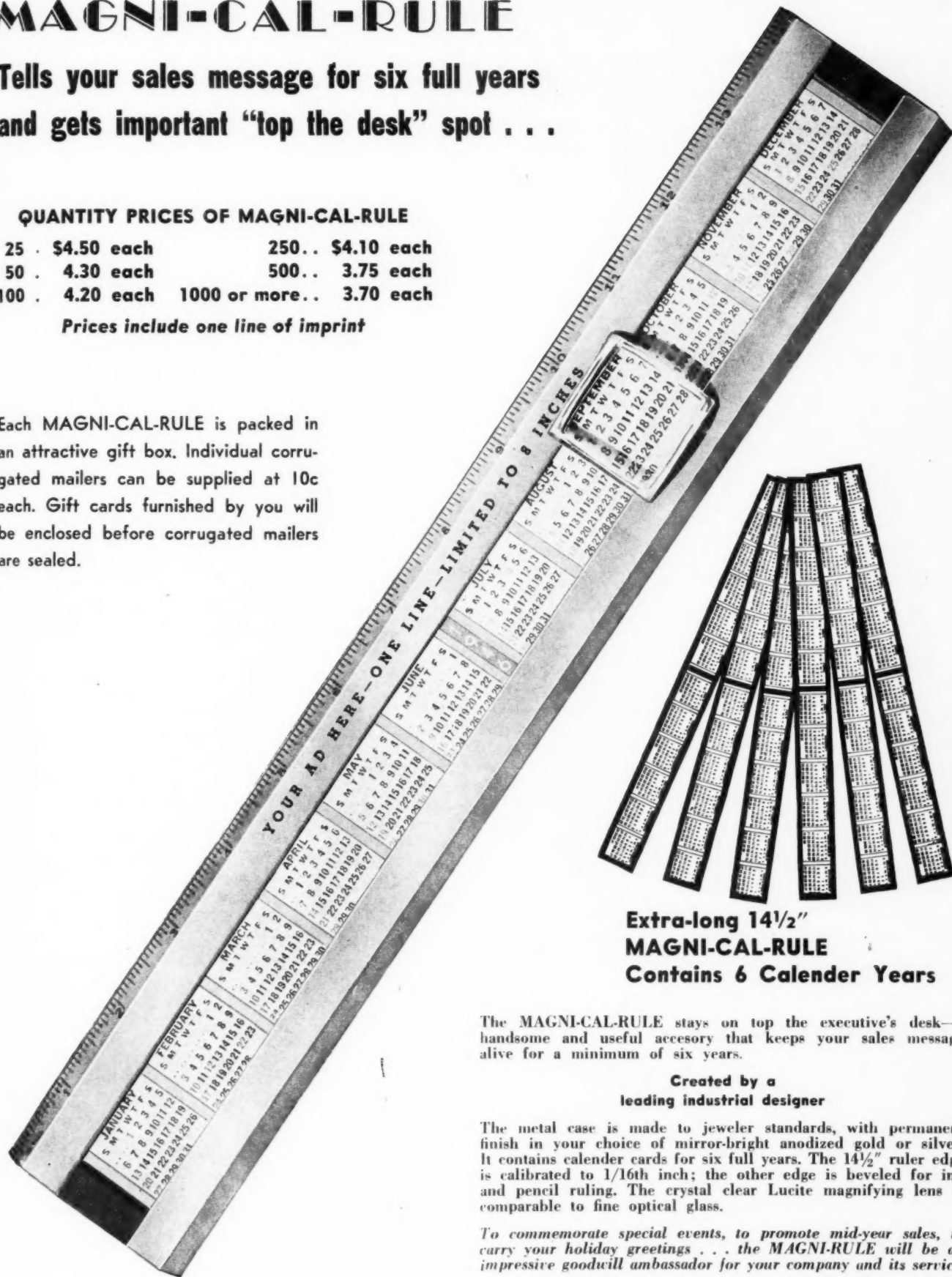
Tells your sales message for six full years  
and gets important "top the desk" spot . . .

## QUANTITY PRICES OF MAGNI-CAL-RULE

25 . \$4.50 each	250.. \$4.10 each
50 . 4.30 each	500.. 3.75 each
100 . 4.20 each	1000 or more.. 3.70 each

Prices include one line of imprint

Each MAGNI-CAL-RULE is packed in an attractive gift box. Individual corrugated mailers can be supplied at 10c each. Gift cards furnished by you will be enclosed before corrugated mailers are sealed.



**Extra-long 14½"**  
**MAGNI-CAL-RULE**  
**Contains 6 Calendar Years**

The MAGNI-CAL-RULE stays on top the executive's desk—a handsome and useful accessory that keeps your sales message alive for a minimum of six years.

**Created by a  
leading industrial designer**

The metal case is made to jeweler standards, with permanent finish in your choice of mirror-bright anodized gold or silver. It contains calendar cards for six full years. The 14½" ruler edge is calibrated to 1/16th inch; the other edge is beveled for ink and pencil ruling. The crystal clear Lucite magnifying lens is comparable to fine optical glass.

To commemorate special events, to promote mid-year sales, to carry your holiday greetings . . . the MAGNI-RULE will be an impressive goodwill ambassador for your company and its service.

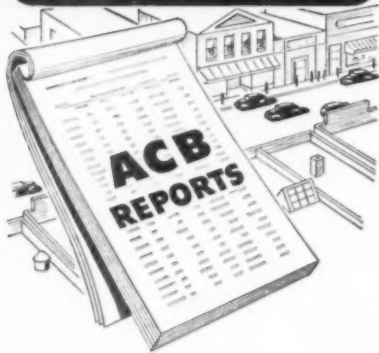
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NEW YORK 16, N. Y.

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**Observe the Activities  
of RETAILERS ON  
HUNDREDS OF  
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**A Service for Executives Whose  
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● Any information of importance to you that appears in daily newspaper advertising in the U. S. will appear in an ACB Research Report.

Among other things, these reports can inform you of dealer alignments . . . areas under promotion . . . new copy themes . . . new sales plans . . . pricing situations . . . new products and substitutes . . . changes and extent of competitive advertising.

These and many other important developments are revealed in detail by ACB's Research Reports as they appear anywhere in daily newspaper advertising.

ACB reports have been used by leading merchandisers for many years. They are made up to your own specifications as to information or areas covered. A catalog covering 12 services will be sent executives on request.



**Send for Catalog**

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)

538 S. Clark St., CHICAGO (5)

16 First Street, SAN FRANCISCO (5)

**ACB**

**The  
ADVERTISING  
CHECKING BUREAU  
INC.**

income tax privileges. They don't really return patronage refunds, it is charged; they simply give their patrons some pieces of paper and pile their "tremendous" tax-free savings back into the business for expansion.

True, cooperatives have grown. True, too, not all cooperative patronage refunds are made in cash. They are made in whatever form the members, by democratic action, decide they should be made. If the members, for example, vote to leave their refunds in their cooperative, and take shares of stock in lieu of cash, in order to help their cooperative expand and give them better service, that is their privilege and their right.

**Advantages of System**

But cooperative growth is not so simply explained as the NTEA would indicate. There are certain advantages inherent in the cooperative way of doing business. They have meant increased incomes to millions of farmers, for example. That in itself is sufficient to explain cooperative growth.

There are also, as far as growth is concerned, certain disadvantages in the cooperative form of organization. Any democratic institution is inclined to take action more deliberately than a business controlled by one man or a few.

As a matter of fact, Treasury Under-secretary Wiggins produced figures before the Ways and Means Committee which show that "the value of cooperative farm marketing has grown since the pre-war years, but it has grown no faster than the total value of all farm marketing." The share of business done by purchasing cooperatives "appears to have increased more or less steadily since 1930, but the greatest relative growth took place during the early part of the period," before "tax equality" was of much concern to the NTEA and when tax rates were considerably lower.

I should like to answer one other reckless charge thrown around by NTEA spokesmen, the one that many business corporations are planning to reorganize as cooperatives.

It is possible that many corporation executives have read NTEA literature asserting or implying that co-ops don't pay taxes. It is possible some have wondered whether they were missing a bet by not going cooperative. But I am sure that after discovering the intricate legal machinery required to effect such a re-conversion and after learning that operating cooperatively means operating without a profit, the enthusiasm

of these corporation officials has frozen.

The plain fact is that few profit corporations have "changed over." It is certain that few will.

Cooperatives have become a part of the American scene. They have become as necessary to the American farmer as his tools. They are his tools, the tools, with which he is fashioning a better living for himself, his sons and his grandsons.

As a recognized part of the free American economy, it seems to me, and to all cooperators, that our cooperatives deserve better treatment than to be condemned by our competitors as "unfair," "tax dodgers," "un-American," "socialistic," and "communistic."

Let me repeat:

1. The main issue in this controversy concerns the tax treatment of patronage refunds.

2. The United States Treasury, the Bureau of Internal Revenue, and the United States Tax Courts have ruled repeatedly that patronage refunds are income, not to the cooperative or insurance company or other corporation, but to the patron.

3. In the case of cooperatives, those patronage refunds are subject to taxation in the hands of the patrons, whether paid in cash or certificates or whether allocated on the books.

4. Exempt cooperatives pay all taxes except income taxes. Non-exempt cooperatives pay all taxes, including income taxes. But no cooperative pays income taxes on patronage refunds, just as no corporation pays income taxes on rebates or refunds made according to contractual agreement.

5. It is not because cooperatives are cooperatives that their patronage refunds are not subject to income taxation; it is because those funds do not belong to the cooperatives. *It is because the United States does not tax as income that which is not income.*

**MAKE-UP GUIDE**

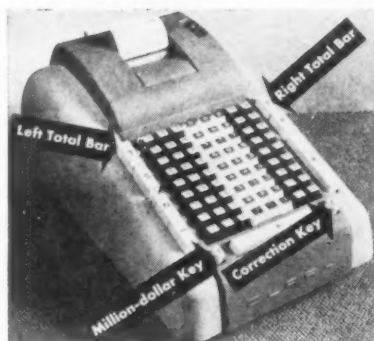
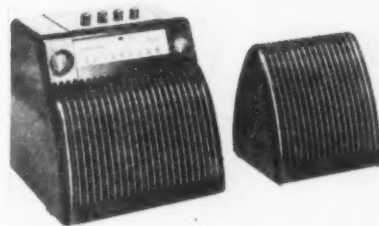
It sells the line—that little square matched make-up guide that John H. Woodbury, Inc., Cincinnati, adds to its powder, cream and soap packages. On the left-hand side of the booklet is the photograph of a film star. On the facing page is a check chart for powder shade, rouge and lipstick. Now, "Any girl can have that film star look."



**FLOOR COVERING:** Three-dimensional effect gives The Paraffine Companies name "Shadow Line" for its floors.

## Designing to Sell

**INTER-COM:** Its both a radio and inter-call, by Setchell Carlson.



**ADDING MACHINE:** Twin total bars are feature of Clary machine designed to save motions.

**CAN:** Cone-topped, lithographed metal Allied syrup can.



**COUNTER DISPLAY:** Replacement powder puffs are carried by dealers in Elgin American's new sales unit. Base is black and top clear plastic.





financial statement, \$20,300 in both Federal and State Income Taxes.

There was, of course, nothing illegal in Midland's avoidance of more than half a million dollars of taxation. It was strictly in accordance with the Treasury's liberal acceptance of cooperative theory as the basis for a tax formula which is entirely different from the formula under which the rest of us operate. The \$706,544 that Midland paid to members and customers as patronage dividends—not in cash, but in stock of the co-op corporation—was con-

sidered a deductible item of expense, on which no tax was required or paid. The \$84,256 which was added to surplus account was allocated on the books to individual members—to be distributed if and when the management decides to do so—and this allocation eliminated its tax liability too. Income tax was paid only on the very small amount that was paid out immediately as dividends on outstanding shares of stock.

You can see, therefore, that although Midland theoretically did pay an income tax, its computation was

by a formula that contains the very essence of favoritism.

The co-ops deny this charge of favoritism. Any company, they declare, that elects to pay its profits to its customers and not to its stockholders can dodge payment of taxes in the same manner.

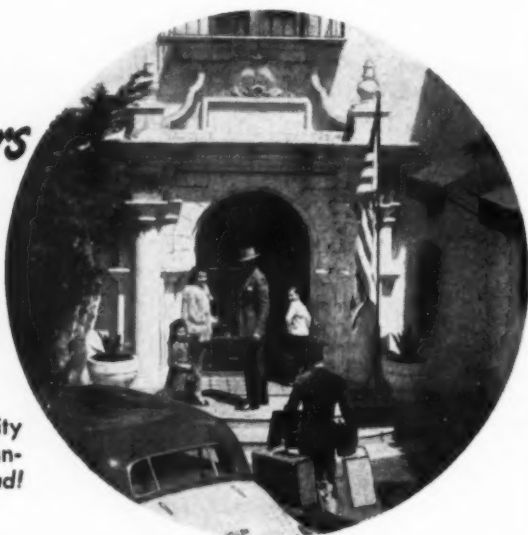
Whether this is correct or not is at present a debatable question. But assuming that it could legally be done, the more important question is: Does business want to do it?

For here is a proposition that strikes at the very heart of our capitalistic economy. The co-ops imply, at least, that a stockholder is an evil money-bag, a parasite who is entitled to no return on his investment. Only the cooperative theory of paying profits to customers is tenable, they assert, and the only solution they offer for existing competitive tax inequality is for all business to become cooperative.

But if this were done, how would our young men, ambitious to establish businesses of their own, succeed in doing so? Would our American farmers—now capitalists to the tune of a hundred billion dollars of assets in land, livestock, buildings and investments—be expected to abandon the profit motive and live entirely on subsidies while they gave their earnings away to their customers? And how would orderly, democratic government be supported?

## FOLLOW *Your Customers* to San Diego

Southern California's 2nd city  
hosts 500,000 vacationers annually.  
Peak months just ahead!



## Get your share of \$40,000,000

There's nothing "quiet" about a San Diego summer! Vacationers are here by the thousands. They create a *plus value* for your summer newspaper advertising campaign. 53% of their cash goes for food, beverages, retail items, auto expense. See that San Diego is on your summer schedule.

## Reach San Diegans and San Diego Tourists with just one "buy" - the Union and Tribune-Sun

90.8% of all families read the Union, Tribune-Sun or Sunday Union (by recent independent survey) . . . **Why take less?**

"All the News with Partiality to None"

*San Diego*

**UNION and TRIBUNE-SUN**

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.  
New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles



**SELECTOR DISPLAY:** A chart to help customers choose the correct hack saw blade, and directions for using it properly, raise the hardware counter display merchandiser of Henry Disston & Sons, Inc., Philadelphia, out of the routine class.

SALES MANAGEMENT

# Kicks on Costs? Booklet Gives Answers

A trim, attractive booklet, "How to Keep Your Motor Humming," tucked in the glove compartment of each new car and mailed to old customers, is doing a yeoman's job building understanding and good-will for a major automobile distributor at Seattle.

The booklet was prepared by S. S. Sayres, president of American Automobile Co., a distributor of Chrysler Corp. products. It is an essential part of customer-relations—holding and building business for the long pull.

Back of the publication was rising criticism against high costs of car service. The criticism grew in intensity early this year when a new wage scale for mechanics (now \$1.80 an hour and ranking with the highest in the country) forced dealers to make a substantial boost in customer service charges. What disturbed Mr. Sayres most was that fellow business men who ought to know something about figuring costs, had such little

understanding of car service charges, and even tossed around terms like "outrage."

Mr. Sayres' answer was simple: Take the customer into the office, open up the books, show the elements that make up the customer charge, and even tell how much profit the company makes. That is what his booklet does.

"We're taking the lid off so you can look inside American's service department," the booklet tells the customer. "We think that what you find with just a few minutes quick reading will be well worth your time."

## Expenses Explained

The booklet begins with a report on mechanics' wages and the added costs of fringe payments for vacations, holidays and laundered coveralls. It shows that while the company guarantees a mechanic 40 hours' pay each week, the customer is billed only for the time a mechanic is on a job.

"Unapplied time" is never charged to the customer but instead is a cost to the company.

One section tells what's behind the term, "flat rate job" and is followed with a simple explanation how the company sets its flat rate charges.

To show how reasonable a margin the company works on, the booklet presents a breakdown of \$160,000 in service sales made in a six-month period.

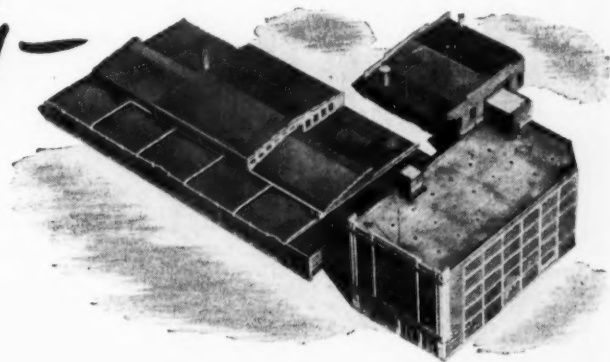
Out of each \$100 a customer paid during this time, the cost of sales (chiefly pay for mechanics) was \$67.26; operating expense, \$25.64, and net profit, \$7.10. Going a step farther, the booklet breaks down operating expenses into more than a dozen items, ranging from management and supervision to depreciation, rent and advertising.

Cartoon sketches and two-color printing liven up the booklet. Production was by the Seattle advertising agency, Honig-Cooper Co. To control costs, distribution is held primarily to present service customers who have bought cars in the past two years, and to every buyer of a new car. In addition, as a matter of public relations, copies were sent to a group of key business men of the city, whether or not they are customers.

# It Takes a Plant Like This—

TO BRING YOU THE FINEST LONG-  
DISTANCE MOVING SERVICE

ONLY MAYFLOWER HAS IT!



● To give you safe, responsible, nation-wide long-distance moving service requires a vast, company-owned and operated van fleet—factories for the manufacture of van equipment—shops for van maintenance—and a host of other vitally important facilities. Small wonder then that it takes a plant covering almost 5 acres to get Mayflower Serv-

ice ready for you. Only Mayflower has such facilities—only Mayflower serves you so completely!

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



*America's Finest*



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## Use Scale Models

- to let them see
- to help you **SELL**



Let prospects really *see* your product with accurately designed Locke scale models in metal, wood or plastic. Scale models give a complete picture of how your product fits into store or shop layout... make sales easier, faster.

Locke has helped many leading organizations develop successful visual sales aid programs for many types of products. Your product will receive the same experienced attention. Write today, without obligation.

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you don't know



... Then you aren't covering the sundries market.

It's common knowledge... if you want to cover the sundries field you must get to know and use **MODERN SUNDRIES**.

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## Ideas...

### you may have missed

For the convenience of readers here is a brief check list of worthwhile booklets and catalogs described in recent issues, free to you while the supply lasts. They will be mailed by the organizations which have prepared them... to get yours, write Advertisers' Service Bureau, **SALES MANAGEMENT**, 386 Fourth Avenue, New York 16, N. Y. Title and company connection *must* be given. Please order by number on company letterhead.

1116. Do your salesmen know how they *sound* to their prospects? Many alert sales executives are now using wire recorders in sales training work, so that salesmen can study their techniques and improve them. Webster has an interesting booklet, "The Electronic Memory for Commercial and Professional Use."

1117. If your product would make a good Christmas gift for top management executives who indulge in multiple buying for employees, business associates and clients, why don't you get *Fortune's* special Christmas promotion kit which shows merchandising helps that will give added force and quality to any advertising you do in that magazine this Fall?

1118. Sell to drug stores? The *Telegram-Gazette* offers the new 1948 revised and improved Druggist Route List of the Worcester, Massachusetts market.

1119. In the competitive days of today and tomorrow, *Styling* is tremendously important. Good product and package styling is more than a one-man responsibility. Barnes & Reinecke, Inc. will send you a free copy of "How To Form A Product Design Committee."

1120. Are you informing—properly—your stockholders, employees and the public at large about the earnings, progress and future plans of your business? *Banking*, official magazine of the American Bankers Association, has an excellent idea booklet called "Report to Stockholders and Public by Industry."

### AMERICA'S FINEST MARKETING MAP

of the United States for Sales and Executive Use

— PLUS —



203 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. **IN-QUIRIES** cordially invited. **FREE** Illustrated Brochure upon request.

**HEARNE BROTHERS**

24th St., National Bank Bldg., Detroit 26, Mich.

**COOL  
ALL NIGHT!**

Guest-controlled  
air conditioning  
...noiseproofing  
...and a radio  
in every room!

**COOL  
ALL DAY!**

**HOTEL  
Lennox  
ST. LOUIS**

**SALES MANAGEMENT**

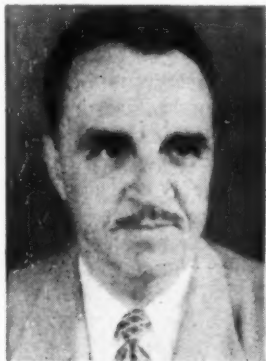


# Media and Agency News

## NEWSPAPERS

Newspapers sponsoring the Monthly Grocery Inventory, meeting recently for their first annual research clinic in Chicago, adopted a basic minimum list of 25 classifications of grocery store merchandise to be reported on by the Inventory-sponsor newspapers.

This step, according to Wayne Mooney, field research manager of the Bureau of Advertising, A. N. P.A., and co-ordinator of the 13 monthly Inventories sponsored by 16 newspapers in different parts of the



ROBERT C. MILLAR elected president, Florida Times Publishing Co. and appointed general manager, The Florida Times-Union.

country, "will take the whole Inventory project a long way toward the kind of standardization which will make it most useful to advertisers."

In addition to the 25 standard classifications, the Inventory-sponsor newspapers adopted several proposals for improving and standardizing the monthly Inventory reports. These include the alphabetical listing of all brands within each classification, the specifying of Inventory reporting dates and the elimination of the "all others" listings within the classifications. Each monthly report will also hereafter carry a definition of the markets studied.

The Inventories are being conducted by the sponsoring newspapers at an annual cost in excess of \$250,000. It is expected that the changes decided upon at the clinic will become effective about June 1.

Beginning with the May 30 issue, the *Newark Sunday News* rotogravure magazine section will be changed

MAY 20, 1948

over to the "standard" 1,000-line page size (five columns by 200 lines). This is being done to facilitate the make-up of national advertising. This Sunday section of the *Newark News* is edited locally and during 1947 carried 410,615 lines of advertising.

A special supplement aimed at giving the public a comprehensive review of the television field will be published by *The New York Times*, Sunday, June 13. It is said to be specially timed to cover developments in both the fields of television and radio to date and expected future expansion in those fields, with special emphasis on television. Articles will describe television sets and equipment, costs of various types of sets, present and future programming, and technical progress. Radio will be less exhaustively treated than television, but all important phases, including frequency modulation, will be covered.

The *Boston Record-American* has just celebrated the 10th anniversary of its merger, April 25, 1938, by sending 1,000 chocolate layer cakes to as many Bay State merchants. They were a token gift to the leaders of the community which supported the progress of the two newspapers since the *American* (evening) turned tabloid to become sister-sheet of the *Record* (morning). During the decade the *Record-American* has widened its local circulation lead, has become the Nation's eighth largest daily, and, as a tabloid, is topped circulation-wise only by *The News*

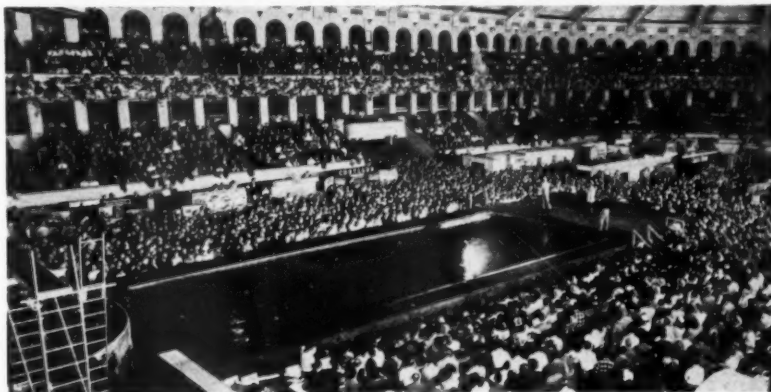
and *The Mirror*, New York City.

Albert C. Capotosto, United States resident manager of *The Manila Times & Evening News*, New York City, leaves for Manila, May 21, on the inaugural flight of Philippine air lines' DC-6's, to discuss merchandising problems with Philippine publishers and distributors. He will set up an impartial organization to study marketing conditions and will report changes in the rapidly developing market for the benefit of American manufacturers and their advertising agents. During his stay in the Far East, Mr. Capotosto will also study Hong Kong and Siamese markets.

## BUSINESS MAGAZINES

A new business paper publishing house, Service Publications, Inc., has opened offices at 2460 Fairmount Blvd., Cleveland Heights 6, Ohio. The first publication produced by the new firm will be a three-column, news-format inquiry paper, *New Sporting Goods Products*, developed for dealer consumption in the sporting goods field. The new paper will offer a guaranteed controlled circulation of 35,000 to retailers, jobbers, distributors and manufacturers of sporting goods, and will be issued monthly. Editorially, the paper will be devoted exclusively to product information. The first issue is planned for August mailing.

*Corset & Underwear Review*, a Haire publication, has released a large map of the United States incorporating, by state and section, figures on the estimated market for corsets and brassieres this year. It gives the figures broken down by individual product in this market. The overall totals indicate a market of \$320,000,000, with department stores accounting for \$156,051,000.



SUCCESS AGAIN . . . The eighth annual Sports and Vacation Show put on by the *Milwaukee Sentinel* played a nine-day run in the Milwaukee Auditorium last month before record-breaking audiences. More than 100,000 persons saw the highly publicized shows and the 178 exhibits by sporting goods manufacturers.



ADVISORY COMMITTEE of American Newspaper Advertising Network meeting in New York City. From left: Joseph B. Duggan, A.N.A.N. legal counsel; Harold Hall, business manager, *The New York Times*, committee chairman; Stuart M. Chambers, treasurer, *St. Louis Post-Dispatch*, A.N.A.N. treasurer; Edward D. Madden, executive vice-president and general manager of A.N.A.N.

These maps are being sold at \$2, but manufacturers and advertising agencies may obtain complimentary copies upon request.

Effective with the May issue, the title of *Insulation* has been changed to *Roofing, Siding and Insulation*. . . John Willy, Inc., publisher of *The Hotel Monthly*, has appointed O. A. Feldon & Associates, Chicago, and the Warren Thompson Mayers Co., New York City, as advertising representatives. Simpson-Reilly, Ltd., will continue as advertising representatives on the Pacific Coast. . . Nelson Bond, director of advertising of the McGraw-Hill Publishing Co., has been elected a vice-president of the company. Other reassignments of

duties approved by the board of directors include: Curtis W. McGraw, vice-chairman of the board; Willard Chevalier, senior vice-president and assistant to the president; Eugene S. Duffield, executive assistant to the president, for publications. . . Laurence Wray, managing editor of *Electrical Merchandising*, McGraw-Hill, for the past 15 years, has been appointed editor of the magazine.

#### RADIO

Broadcast Measurement Bureau's executive committee has endorsed the recommendation of the technical committee and adopted a resolution calling for the inclusion of a radio and television ownership question in the 1950 United States Census. The



"MINUTE MAN" statuette presented by U. S. Treasury Department to magazine industry at N.A.M.P. Forum. From left: Walter D. Fuller, president, Curtis Publishing Co., and board chairman, National Association of Magazine Publishers; Vernon L. Clark, special assistant to the Secretary of the Treasury; John W. McPherrin, editor *American Druggist*, and chairman of the Forum.

resolution notes the importance of radio and television ownership information not alone to broadcasters and advertisers, but also to Government agencies which constantly use the airwaves to disseminate information. The resolution calls for BMB not only to petition the Bureau of the Census, but likewise to enlist the support of the American Association of Advertising Agencies, the Association of National Advertisers, and the National Association of Broadcasters and their member agencies, advertisers and broadcasters.

That sales of National Broadcasting Co. network time attained record volume in 1947 is credited by the NBC Annual Review, just distributed, to clients' increase of the number of stations for their programs. In 1947 the average number of stations employed by NBC sponsors in the evening was 134 compared with 137 in 1946. For day-time programs it was 119 against 102 for 1946.

Reflecting a sharp increase in new business signed during the first three months of this year, gross time sales of the American Broadcasting Co. for the first quarter of 1948 set a new high for the period and amounted to \$11,857,194, an increase of 14.2% over gross billings of \$10,387,004 reported for the comparable period of the previous year.

During this period ABC also added seven new stations, six of them in the top 200 retail markets of the country, bringing the network's station totals to 256 daytime outlets and 247 night-time stations. Five additional daytime stations and nine more night-time outlets will be added by June 1.

Ten new Nielsen Radio Index contracts have been signed since the A. C. Nielsen Co. broke a precedent



FIRST GLIMPSE of *Restaurant Equipment Dealer*, new magazine of Ahrens Publishing Co., Inc., is had by nine of the company's eleven directors, as publication manager, Jack Cadle (standing), gives the board a report of progress.

# YOUR PRODUCT MAY DIE



You may be the sales manager, or the head of a manufacturing concern which is making a lot of money. Perhaps from where you sit it looks as though your product will be wanted by great numbers for many years to come.

And we join you in hoping that it will sail on to greater volume every year. But what are your competitors doing? Are they changing your formula slightly, putting out a more attractive package, and giving a longer discount?

But in place of worrying, why not get the facts? Know how your product is selling compared with sales of that new organization in the Central West. They would dearly like to take your customers away from you.

Ask National Analysts to investigate your market. Get the facts, then you'll know how to meet the situation. A conference with us will cost you nothing.

## NATIONAL ANALYSTS, Inc.

WASHINGTON      PHILADELPHIA      SAN FRANCISCO  
EXECUTIVE OFFICES      •      1425 CHESTNUT ST.      •      PHILADELPHIA 2, PA.

*A Complete Marketing and Research Organization with National Coverage*



of five years' standing by issuing its first press release on Nielsen-Ratings last December. The companies which have contracted for N.R.I. are: Rexall Drug Co.; its advertising agency, N. W. Ayer & Son, Inc.; Armour and Co.; its agency, Foote, Cone & Belding; Hall Brothers, Inc.; its agency, which also happens to be Foote, Cone & Belding; the Don Lee Broadcasting System; Columbia Broadcasting System; CBS Western Division through Station KNX, Los Angeles; Station WCBS, New York City.

Paul Whiteman, ABC's director

of music, and Murray B. Grabhorn, manager of the stations owned and operated by ABC, have been elected vice-presidents of the American Broadcasting Co. . . Robert M. McGredy has been appointed sales manager of WTOP, Columbia-owned station in Washington, D. C.

KIOA, Iowa's largest independent clear-channel radio station, operating on 940 kilocycles, from Des Moines, is now on the air with a daytime power of 10,000 watts and a nighttime power of 5,000 watts. Heading the new station, as president of the Independent Broadcasting Co. and as

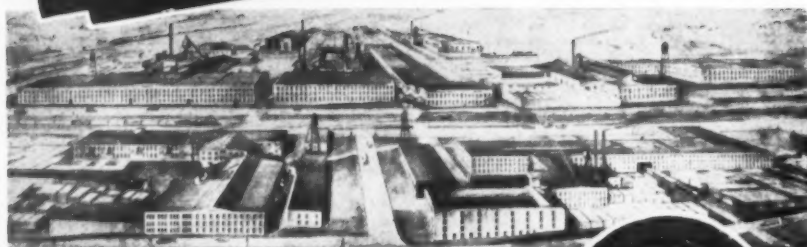
KIOA's general manager, is John W. Boler.

Play-by-play baseball broadcasts will be carried this year by more than 200 FM radio stations. A survey of the 482 stations now on the air and those planning to begin operations shortly discloses that 192 stations currently are broadcasting baseball and at least two score others, scheduled to go on the air in the next few weeks, will add baseball games to their schedules. More than 100 FM stations are broadcasting, or will broadcast, minor league and local baseball, while 76 stations are carrying major league contests.

## TELEVISION

Every phase of the new industry of television is growing so swiftly by now that it looks more like a geometric progression than simple addition. During April, 103 new advertising sponsors were taking air time via television, bringing the total number to 301. There were 24 stations operating during the month (two experimental). A total of 28 will be telecasting by the end of May. Thus far 69 construction permits have been granted and 235 applications have been filed. Of the 18 cities now having television in operation in this country, the five most recent to obtain video outlets are Richmond, Va., WTVR (NBC affiliate); Boston, WBZ-TV (NBC affiliate); Buffalo, N. Y., WBEN (NBC affiliate);

## GREAT INDUSTRIES IN THE Growing GREENSBORO MARKET



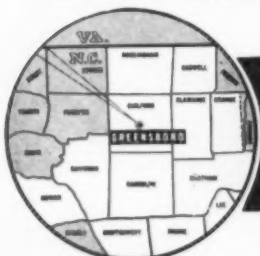
### THOMASVILLE CHAIR CO.

... one of the World's and the South's largest furniture manufacturers is located 23 miles from Greensboro, and has grown since 1904 from a small building to 6 large production and 3 auxiliary plants. Employing 1,500 to 2,000 people their distribution of Living, Dining and Bedroom furniture extends from Coast to Coast.



Doak Finch, President

The tremendous financial expansion of the GROWING GREENSBORO MARKET when projected against the all time high Net Effective Buying Income of \$486,487,000\* in the ABC Retail Trading Zone is reflected in the \$401,705,000\* total Retail Sales in this same area . . . covered only by the NEWS-RECORD with current circulation of more than 92,000 and better than 64% coverage of families in the ABC Market.



## GREENSBORO NEWS and RECORD

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelly, Inc.

\*1947 Sales Management figures.



FORUM STARS at second annual meeting of N.A.M.P., held in New York City: Barbara Ward (left), foreign editor, London Economist, London, England, and General Omar Bradley, Chief of Staff, U. S. Army.

---

***Thirteenth annual convention . . .***

**NATIONAL FEDERATION OF SALES EXECUTIVES**

- ***The Waldorf-Astoria***
- ***New York City***
- ***June 16, 17, 18***

***The theme:***

***"Selling Our Way to World Peace"***

New Haven, Conn., WNHC, (Du-Mont affiliate), and Newark, N. J., WATV (independent). According to *Television* magazine, source of these figures, 112 market areas will eventually be served by television in the United States.

"Gimbels is through experimenting with television. We are now buying television as an advertising medium," states David Arons, publicity director for Gimbel Brothers, Philadelphia, as

*Want To sell  
Trucks, office  
equipment,  
machine Tools?*

*NATION'S  
BUSINESS*

*is the hot book  
in the business  
field!*

### WANTED

#### Sales Supervisory Job

Personable, top-notch salesman in automotive, industrial, consumer package fields. Experienced in training and directing men. Age 35, degrees in Bus. Adm. and Law. Willing to travel and will locate anywhere. Present salary \$6,500. Box 2536, Sales Management, 386 Fourth Ave., New York.

### ADVERTISING SALES LITERATURE

Copy, layouts, ideas for Publications and Direct Mail, expertly prepared at low cost.

ROBERT PETERSON, Phone Central 6750,  
442 Civic Opera Bldg., Chicago 6

the department store celebrates the end of its first year as sponsor of "The Handy Man," weekly program featured on Philco television station, WPTZ.

Every 15-minute show has resulted in direct sales and added store traffic for Gimbels. For instance, television viewers bought out Gimbel's stock of automatic pancake turners in two weeks and then more viewers came in, necessitating re-orders by the store. "The Handy Man" sold dozens of ice cube trays in 10 days; the entire stock of Tearless Onion Choppers in two weeks; several dozen bone saws in a week, with more orders awaiting arrival of new stock; even more dozens of self-wringing mops; also, substantial quantities of such high-price items as an electric knife sharpener selling for \$9.95.

"You can see why we're buying television to advertise merchandise," says Mr. Arons. "We're not buying blind—we know television produces results that we can count on our sales slips and on added store traffic each week."

For the third successive year, NBC's New York City television station, WNBT, is covering the home games of the New York Giants at the Polo Grounds. This year the telecasts of the contests are sponsored by Liggett & Myers Tobacco Co. for Chesterfield cigarettes.

The tobacco company has purchased all display advertising space in the Polo Grounds. A 30-foot-long "Chesterfield" and smoke ring have been installed on the club house in center field. Inside the smoke ring are the words: "It's a hit." Scorers use this sign to indicate hits and errors in the games: if a hit is made, the smoke ring lights up; if an error occurs, the middle "e" in Chesterfield is illuminated. These displays, the "Always Buy Chesterfields" slogan, and the giant cigarette packs on either side of both scoreboards are three-dimensional.

Animated cartoons and other film devices have been developed by Newell-Emmett Co., agency for Liggett & Myers, to use as commercials for the telecasts. The agency also designed the sign.

### AGENCIES

C. J. LaRoche and Co., Inc., is the new name of LaRoche & Ellis, Inc. There have been organizational and personnel changes simultaneous with this change of name. John F. Price is now senior vice-president and will continue to operate the Chicago office. G. N. Beecher, Jr., has been named



AT LAUNCHING of Chesterfield television campaign: Ritchie Brooks, Jr., advertising manager, Liggett & Myers Tobacco Co., flanked by Newman F. McEvoy, media director, and Jill Warren, Newell-Emmett Co.

vice-president and contact supervisor in Chicago. John F. Reeder has been named vice-president and director of the company and will be in charge of the new Hollywood, Calif., office.

R. L. Whitman and W. E. Benedict have formed the advertising agency of Whitman & Benedict, Inc., New York City. . . Chas. R. Tighe Advertising, Mt. Vernon, N. Y., succeeds J. L. Prunies & Associates.

George B. Dippy, former manager of the Merchandising Department of Young & Rubicam, Inc., is appointed assistant to the president, and Daniel W. Layman, Jr., former director and vice-president of the Dan B. Miner Co., Los Angeles, joins Young & Rubicam's Hollywood, Calif., office. . . Gardner Displays Co., Pittsburgh, has opened a Chicago plant. George R. Timmerman has been appointed general manager of the operation, in charge of sales and production.

### ACCOUNTS

N. W. Ayer & Son, Inc., is resigning the account of the Rexall Drug Co., effective July 15, and the drug firm has appointed Batten, Barton, Durstine & Osborn, Inc., to handle its national advertising, also effective July 15. . . McCann-Erickson, Inc., has resigned its Revlon Products Corp. account, effective at the convenience of Revlon. . . Newell-Emmett Co. has been appointed by Texas Eastern Transmission Corp., owner and operator of the Big Inch and Little Big Inch natural gas pipe lines, for public relations counsel and institutional advertising.

### SALES MANAGEMENT



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## EXECUTIVE SALES SPECIALIST

22 years knowledge and experience in all phases of successful merchandising at manufacturer level, particularly in Heating and Air Conditioning equipment. Thoroughly versed in sales, promotion, advertising, training, development, marketing and research. Nationwide personal contacts among Distributors and Dealers. Proven record of ability. Best at pioneering new products or old ones through new channels. Now serving as General Sales Manager but desire new connection with better opportunity for increased income based on results achieved.

Write Box 2538, Sales Management, 386 Fourth Ave., N. Y., N. Y.

## SALES MANAGER WANTED

Exceptional opportunity for young man approximately 35 years old to expand sales department of long-established firm, top in its field of industrial soaps and sanitation products. New York territory. Specialty sales background in industrial field and experience in hiring and training of salesmen are prime requisites for this position. We want original thinker to build permanent future here. Give full details of experience and salary. Your reply confidential. Write Box 2535, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## NEED CATALOGS?

Can print 2 sides and fold in 1 operation on new high-speed rotary web offset press. Up to page size 9 x 12 in 8-16-32 page units. Complete production facilities, New York City. Quality reproduction. Write Box 2537, Sales Management Inc., 386 Fourth Ave., N. Y., N. Y.

## EXECUTIVES

\$5,000-\$25,000 Caliber

- Through our nationwide Service we negotiate for the better positions with well-established companies in all industries. Your personal requirements met by individual procedures.
- Strict confidence assured. Details on request.
- Jepson Executive Personnel & Research Service, 1025 Porter Building, Kansas City 2, Mo.

## Work Glove Representative Wanted

Salesman wanted who now calls upon industrial plants with safety appliances to handle additional line of men's work gloves. All territories open, state lines now carried. Commission basis. Replies confidential. Write Box No. 2539, Sales Management, 386 Fourth Ave., New York, N. Y.

A word smith with SALES sense.

A copy writer, THAT IS!

Part time only. Great success record.

Tell me your marketing troubles and see what I come up with. Chicago & Evanston.

Write Box 2540, Sales Management, 333 North Michigan Ave., Chicago 1, Ill.

## A "RIGHT HAND"

for a busy Sales Executive

Age 26. Successful selling and administration background with top company. Strong supervisory and training know-how. Good correspondent. Can travel. Available immediately. Excellent references. Base salary \$5 - 6000. Write Box 2541, Sales Management, 386 Fourth Ave., N. Y.

## "C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

# COMMENT

## CLOSE RANKS! FOR-R-RD MARCH!

**T**HIS IS addressed to top sales executives and to sales executives' clubs from coast to coast. It has to do with what you personally can do to overwhelm the two most insidious enemies of America and business—U. S. communism and its ally, economic ignorance—by selling "the American way." It has to do with the parts that sales executives and their clubs should take in this campaign.

The campaign has already started. A number of organizations are leading—the U. S. Chamber of Commerce, The American Heritage Foundation, the Association of National Advertisers allied with American Association of Advertising Agencies, and others. (All of them should centralize their energies in some strong fountainhead such as the Committee for Economic Development, as we said a year ago on this page; because CED combines the best brains of every major interest in America—labor, industry, education and so on.)

• • •

**T**HE MOST effective work can be done right down in the grass roots where some of it is going on now—in individual plants and their communities where the people *know the men* who are leading them to truth and understanding . . . the kind of truth and understanding about Americanism and the basic economics of American business that will enable men and management to see eye to eye and thus get along better together on the job. *Teamwork* develops there and spreads across the nation . . . the kind of teamwork that defeats communism, defends us against depression, unites us with such economic strength that we may not even have to fight a war!

Advertising is one powerful tool for campaigners; but *selling* is even more important. This is a man-to-man selling job. Advertising and selling ought to be at work *together* on it, getting the results for which this team is famed. In spots the team is working now, but the spots are too few and scattered. What we should see is not merely the wavelets of advertising and the trickle of selling that are noticeable today. The country should be swept by a tidal wave of both.

• • •

**B**UT, let's face it—there is already some friction in the ranks. That ought to be ended. Top sales executives could end it. It is developing in some manufacturing companies between the new-type public relations officer who usually is in charge of this educational activity and the advertising officer who usually is not.

Customarily the PRO reports direct to the president. One of the forces he uses is advertising. In some cases his advertising costs come out of the company's advertising budget though not controlled by the advertising officer. Right there trouble starts. Even where the two budgets are separate we think they should operate under a central control. What is more important, we feel that any company's advertising brains—and its sales brains as well—should be applied to *all* of its selling operations, not to product sales alone. Selling *teamwork* is a No. 1 sales job. But we must have unity within companies.

How shall we get that unity—and end petty bickering? This brings us straight back to a suggestion made here often in the past: The chief sales officer of any company, skilled in managing the sale of products, should exercise central control in the sale of teamwork. In over 70 per cent of American companies—according to a survey by National Industrial Conference Board backed up by SM's own studies—the advertising department reports to him. So in at least 70 per cent of cases he already controls advertising. If he also directed the sale of economic education—as he does now in several companies—there should be an end to dissention within the ranks. A company's sales and advertising talent working under a single management would then lend its full power to the campaign. We advocate that.

• • •

**A**T THIS point are some of you sales chiefs saying: "But I don't want that job. I don't know enough about it. Anyhow it belongs to our personnel director," or to somebody else?

If you are saying that, you are bucking the natural growth of your own job. During the past 25 years many sales functions other than management of salesmen have been added to your responsibilities—advertising, market and product research, product styling, customer service, commercial engineering, public relations, and so on. This is merely a grouping of all the company functions that call for sales sense. If you didn't know enough about advertising, for example, you *learned*. You grew up with your job. That's what you should do about selling economic education.

We urge you to learn about this new function. It is logically yours. No matter who handles the day-by-day detail, the management of it requires the best of selling skill. We fear there hasn't been enough of that applied up to now. This vital work needs what you've got.

• • •

**A**ND NOW a word to sales executives clubs everywhere.

This campaign *for* industrial teamwork and *against* communism and depression calls for stem-winding group action in every community. Community group leadership is needed in most cities—a leadership full of selling power. We know of no local group better fitted for it than the local sales executives club. Up to now most of the thinking has been done by advertising men (and cheers to them for that)! The time has come now for strong selling to get into the harness too. That's why we urge sales officers to jump into action in their own companies. That's why we urge sales clubs to pick up the banner and take the lead locally everywhere.

Any sales officer or club may secure a detailed "Plan for Action" from Ken Wells, Director, Joint ANA-4A Committee, 420 Lexington Avenue, New York. Later we hope to see The National Federation of Sales Executives work out a blueprint further to aid clubs to tie in with the campaign.

**THE GREATEST DAILY CIRCULATION IN  
THE HISTORY OF THE DETROIT TIMES**

• • • • • A HEARST NEWSPAPER • • • • •  
REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE



In Chicago there's an easier way...with results the same day



to reach Chicago women  
do as retailers do -  
use the Chicago Tribune

Department stores invest more of their promotion budgets in the Tribune than in all other Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune. Rates per line per 100,000 circulation are among the lowest in America.

y